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## Department Store Unionization Trends

THE two outstanding labor organizations operating in the retail field are the Retail Clerks International Protective Association (AFL), and the United Retail Wholesale and Department Store Workers (CIO).

The AFL union was organized in 1890, and reports a membership of about 250,000 in the United States, Canada and Puerto Rico. It claims jurisdiction over "all employees of stores, mercantile and mail-order establishments who are actively engaged in handling or selling merchandise." The CIO union was organized in 1937 by a group of local unions that were formerly affiliated with the AFL organization. These locals were expelled by the AFL union because they became part of the Committee for Industrial Organizations. The union places its membership at 125,000 and its jurisdiction as covering "persons employed in and about retail, wholesale, department store, warehouse and production establishments."

### MANY UNORGANIZED

Although membership in unions of retail workers has increased rapidly in the past decade, it is still relatively small. Out of 5,948,000 workers estimated to be employed in retailing (including automobile services), there are about 375,000 salespeople and related personnel in unions. Organizing drives have recently been intensified among retail workers, just as in other white-collar fields. There are very few independent unions in retail establishments, and their numbers are proportionately much smaller than the independent unions in other sectors of the economy.

The retail field is not without its jurisdictional disputes. For instance disputes have developed in a meat department between members of the AFL

butchers union and members of the AFL retail clerks over who will handle and sell packaged meats. Another instance was a dispute between the CIO retail clerks and the CIO longshoremen's union over who should represent department store warehousemen. In some cases, leaders of the international unions have not been able to prevent local unions involved in jurisdictional disputes from striking to retain jobs that they control. Authority of international officers over some of their locals is sometimes quite weak. For example, local CIO unions, following a Communist party line, sometimes ignore their international leaders, some of whom are right-wing socialists.

### POLITICAL ACTION

As in other industries, members of labor unions in retailing do not all follow one political line. CIO locals range from those whose leaders support Communist party policies to those who support Republican party policies. The basic difference between the AFL and CIO unions is that the CIO unions are interested in domestic and international political activities and the AFL unions usually follow a nonpolitical line. However, representatives of AFL locals in certain areas sometimes try to influence their membership to support a particular candidate running for some public office.

The AFL sometimes refers to "Communist-led locals" within the CIO union, and the CIO retaliates by calling attention to "racketeer-led locals" in the AFL. The record indicates that they have both been right in some situations. The name-calling stage, which seems to be part of any organization drive where the CIO and AFL are bidding for membership, has its counterpart in the name calling by various



candidates during political election campaigns. When an issue arises which might jeopardize the principle of collective bargaining, the two unions will form a united front and go forth together to meet their "opponent"—an employer, or a state or federal legislator, as the case may be.

In most instances, the unions of retail clerks come under the jurisdiction of state rather than federal labor laws. Where the unions cannot look to the National Labor Relations Act or to a state labor relations act, they will utilize their economic strength with the support of other local labor unions. Union locals of the International Brotherhood of Teamsters (AFL) have often been very helpful to retail unions during strike periods by refusing to go through a picket line. What action the teamsters take depends a great deal upon the attitude of the local teamsters' union toward the union on strike.

#### ORGANIZATIONAL PROGRAMS

As indicated by recent convention reports, both unions of department store employees will continue to intensify their organization drives in this country and Canada. Appropriations for this purpose total hundreds of thousands of dollars. Department store employees are dissatisfied partly, it is said, because they feel that their employers regard many of them as "old retainers," who receive wages below others in the community but who nevertheless are glad to stay on their jobs because of the cleanliness and personable nature of the work. It is not the "old retainers" who have been spearheading the drive for unionization. Employers of retail workers say that some of their salesmen earn more than the highest paid craftsmen in industry.

The workers frequently complain that the company interests itself in the wages and working conditions of its employees only when union organizing circulars appear. But some department stores have carried on considerable research and training in an effort to understand their employees' thinking on company wage and general personnel policies. Contracts have included clauses covering wages, seniority patterns, and grievance and arbitration procedures similar to those in other industries.

The constitution of the Retail, Wholesale and Department Store Union (CIO) states that its collective-bargaining policies shall be guided by the program of the last international union convention. The collective-bargaining representative is the local executive board or its designated representatives, who, as a rule are officers of the union. In some instances, the union has its legal counsel as its representative. When a collective-bargaining agreement is reached, it is to be ratified "by the local union or by the members affected thereby and may be subject to approval by

the international (union) president." The international executive board retains the right to "guide and advise" local unions in their collective-bargaining policies and negotiations, and no local union member or members "shall negotiate or confer with any management or agents thereof without due authority on matters pertaining to wages, hours or working conditions." A strike may be called by the local after it has been approved by the local executive board and then by the international president or his representative. Locals may apply to the general international union strike fund for relief (strike benefits) if the strike has been approved by the president of the international union or his representative.

The constitution of the Retail Clerks International Protective Association (AFL) states that no local collective-bargaining agreement shall be recognized unless it has received the approval of the association. The international's general executive board rules on any disputes that may arise between two local unions.

In both unions, a per capita payment goes from the locals to the international office. Members of local

**Table 1: Grievance Procedures in Department Store Union Contracts**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Initial step in settlement of grievance			
Employee and department head.....	3	1	2
Union and employer representatives....	7	2	5
Employee and union representative jointly, and employer representative..	2	...	2
Other miscellaneous first steps.....	6	5	1
For arbitration by impartial arbitrator or joint representative and arbitrator.....	16	6	10
Appeal to management only.....	2	2	...
Arbitration only form of grievance procedure outlined.....	1	1	...
Arbitration award binding on both union and management.....	18	8	10
Expense of arbitration to be shared jointly	12	5	7
Reinstatement with back pay if employee is suspended or discharged unjustly....	7	2a	5
No suspension stoppage or slowdown pending during arbitration or grievance procedure.....	2	1	1
Specified time for presentation of grievances	2	1	1
Grievances may be presented at any time.	4	1	3
Discharge complaints must be taken up within			
2 days.....	1	...	1
4 days.....	1	1	...
5 days.....	2	...	2
10 days.....	4	2	2
Discharge complaints must be settled within			
7 days.....	1	...	1
15 days.....	1	...	1
Complaints on disciplinary action must be taken up within 48 hours.....	1	1	...
Complaints on disciplinary action must be settled within			
5 days.....	1	1	...
7 days.....	1	...	1
Union representative allowed time off for union business, including grievance procedure, without pay.....	6	3	3

aOne contract authorizes arbitrator to decide with or without back pay.



**Table 2: Absence Provisions in Department Store Union Contracts**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Leave of absence periods without pay specified			
2 weeks.....	1	...	1
30 days.....	3 <sup>a</sup>	1	2
3 months.....	1	1	...
6 months.....	2	2	...
At employer's discretion.....	1	1	...
Maternity leave.....	2	...	2
Time not specified.....	6	4	2
Annual absence payment for illness			
6 days.....	1	1	...
10 days.....	1	...	1
8 weeks.....	1	1	...
60 days.....	1	...	1
10 weeks.....	1	...	1
Based on length of service.....	2	1	1
Company policy prevails.....	1	...	1
Time off with pay for (length of time not stated) <sup>1</sup>			
Serious injury.....	1	...	1
Personal sickness.....	1	1	...

<sup>a</sup>An additional 30-day period allowed in cases of extreme emergency.

unions may appeal any decision of their local executive board to the international officers and then to the international convention. Each union maintains an official publication which reports the activities and programs of the union to its members. In some instances, locals have their own publications, which often have their own approach to collective bargaining and political problems.

### WAGE POLICIES

On the question of salaries, an outstanding eastern department store executive sums up the attitude of many employers with the statement that he does not "know of any situation where there is as wide a spread between minimum and maximum wages as among department store clerks." Another factor stressed by executives is that many retail clerks use department store jobs as stop-gaps between other jobs, thus creating an unusually high turnover among workers in the minimum wage brackets. This condition causes an almost static minimum among certain categories of employees.

George G. Kirstein, specialist on department store personnel policies, says that minimum wage rates in union contracts should be kept low so that department store owners and other employers of retail workers "will not be compelled to pay an inflated wage for beginners" during depression periods. He believes that a six-day week is essential in the retail business in most cities, and suggests that "the six-day store opening, with the five-day work week, is the far better method of operation."

### EMPLOYER ATTITUDES

It seems obvious to some department store executives that their employees seek unionization because

of a desire to secure wages equal to those of workers in unionized industries located in the same general area. Employees seem also to want job security, and the right to appeal management decisions through an established grievance and arbitration procedure. Department store executives in some cities are beginning to favor area-wide patterns of collective bargaining. A statement by Samuel R. Robb, executive secretary of the Labor Standards Association of Pittsburgh before the Personnel Group of the National Retail Dry Goods Association at its 1947 convention, indicates a trend in this direction. He said that until 1936 the department stores of Pittsburgh were organized only in the building trades unions, such as carpenters and painters. The stores worked with these unions under the general building trades rules, paying regular city rates without having a signed contract.<sup>1</sup> During 1936 and 1937 when other

**Table 3: Management Prerogatives and Guarantees**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Company provides bulletin boards for union notices.....	10	4	6
Company not to discriminate or interfere with right of employee to join the union.....	14	6	8
No lockouts.....	16	7	9
Management function (right of appeal by employee) on			
Employment.....	6	2	4
Promotion and demotion.....	6	3	3
Transfer.....	5	2	3
Suspension.....	1	1	...
Discharge.....	15	6	9
Layoff.....	4	1	3
Rules and regulations.....	6	...	6

unions, such as the teamsters, began to make headway among the department store employees of Pittsburgh, the department store owners found that the unions were "playing one store settlement against another store settlement and all of the stores found themselves in the position that top management was paying complete attention to union business rather than to the buying and selling of merchandise."

As a result, the store owners in Pittsburgh established the Labor Standards Association and the ranking officers of the CIO and the AFL unions in the retailing field were notified of the "general plan to set up an association to deal for the department store industry in Pittsburgh." It was agreed that if one member store was faced with a strike by its employees "the other members of the association would give moral and financial support to that store during a strike." The Pittsburgh stores, says Mr. Robb, are "in the fortunate position of bargaining not only collectively but calmly and objectively."

<sup>1</sup>Separate bargaining units of building trades employees, tailors, furriers and others have functioned within certain department stores for nearly four decades. AFL unions of retail store workers have been in existence in small retail shops since the turn of the century.



Table 4: General Provisions of Department Store Union Contracts

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Number of unions included.....	2	1	1
Agreement covers all eligible employees...	20	10	10
Employees specifically excluded from contract			
Advertising copywriters.....	4	...	4
Building Trades craft employees.....	3	1	2
Buyers and assistant buyers.....	7	1	6
Casual, temporary, seasonal employees...	6	...	6
Comparison department employees.....	2	...	2
Confidential employees.....	6	1	5
Cooperative students or learners.....	6	4	2
Culinary employees.....	2	2	...
Delivery department.....	2	1	1
Demonstrators.....	5	1	4 <sup>a</sup>
Department managers.....	8	4	4
Assistant department managers.....	3	2	1
Display department.....	2	1	1
Elevator operators.....	2	1	1
Executives.....	11	3 <sup>b</sup>	8
Furniture makers.....	1	1	...
Heads of stock.....	2	1	1 <sup>c</sup>
Lease department employees.....	5	...	5
Maintenance workers.....	4	1	3
Office and clerical employees.....	3	2	1
Payroll clerks.....	4	...	4
Personnel department employees.....	4	...	4
Professional employees.....	2	1	1
Protection employees.....	4	...	4
Section managers.....	1	...	1
Service department employees.....	2	2	...
Store manager and assistants.....	4	3	1
Superannuates <sup>2</sup> .....	4	...	4
Supervisory employees.....	12	5	7
Switchboard employees.....	1	...	1
Tailor shop employees.....	4	2	2
Training and employment office clerks...	3	...	3
Warehouse employees.....	2	...	2
Duration of agreement without renewal clause			
1 year.....	1	...	1
2 years.....	4	1	3
3 years.....	4	1	3
Initial period of agreement containing renewal provisions			
1 year.....	6	6	...
1 year and 3 months.....	1	1	...
2 years.....	2	...	2
3 years.....	1	...	1
Indeterminate period.....	1	1	...
Renewal period after initial period			
1 year.....	1	1	...
Year to year.....	9	7	2
Indeterminate period.....	1	...	1
Periods of notice of termination or desire for a change			
30 days.....	6	5	1
60 days.....	5	3	2
Purchase discounts for employees:			
10% on regular merchandise.....	1	1	...
20% on outer apparel.....	1	1	...
20% on all wearing apparel.....	1	...	1 <sup>d</sup>
20% on all items.....	1	1 <sup>e</sup>	...
Payment of supper money			
65¢.....	2	1	1
75¢.....	5	1	4
\$1.00.....	3	2	1 <sup>f</sup>
Amount not specified.....	1	...	1

<sup>a</sup>Three contracts specify exclusion if salaries are paid in whole or in part by persons other than the employer.

<sup>b</sup>One employer recognizes the right of executives to join the union, but said executives shall not be entitled to benefit from any provision of the agreement.

<sup>c</sup>One contract states exemption for those who spend a major portion of their time in supervisory duties.

<sup>d</sup>Contract specifies for street or business wear.

<sup>e</sup>Items sold under fair trade agreements are excluded.

<sup>f</sup>Paid to employees who work over seven hours a day during the general inventory period.

Table 5: Miscellaneous Provisions in Department Store Union Contracts

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Compensation for injuries.....	1	...	1
Death benefits.....	1	...	1
Group insurance.....	1	1	...
Hospitalization.....	2	1	1
Physical examination.....	3	3	...
Rest periods.....	5	1	4
Sanitary facilities.....	1	1	...
Severance pay.....	2	...	2
Sick benefits.....	5	1	4
Storage facilities for wearing apparel.....	1	1	...
Training program.....	2	2	...

Table 6: Vacations and Holidays for Department Store Workers

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Vacations with pay.....	19	9	10
Vacations not stated.....	1	1	...
Regular vacations			
3 days after 6 months or 26 weeks service.	4	1	3
One week after			
6 months service.....	2	1	1
51 weeks service.....	2	1	1
1 years service.....	14	8	6
9 days after 1½ years service.....	1	...	1
1 week plus 3 days after 1 year and 6 months service.....	1	...	1
2 weeks after			
1 years service.....	3	1	2
102 weeks service.....	2	1	1
2 years service.....	9	4	5
2½ years service.....	1	1	...
3 years service.....	2	2	...
2 weeks plus 3 days for			
5 to 10 years service.....	1	...	1
3 weeks after			
10 years service.....	2	1	1
20 years service.....	1	...	1
4 weeks after			
20 years service.....	1	...	1
25 years service.....	1	...	1
Additional provisions for Winter vacation			
3 days after			
3 years service.....	1	...	1
5 years service.....	2	1	1
1 week after			
5 years service.....	1	...	1
7 years service.....	1	...	1
10 years service.....	2	1	1
2 weeks after 10 years service.....	1	...	1
Holidays not worked and paid			
New Year's Day.....	19	9	10
Washington's Birthday.....	14	7	7
Memorial Day.....	19	9	10
Independence Day.....	19	9	10
Labor Day.....	19	9	10
Columbus Day.....	1 <sup>a</sup>	...	1
Election Day.....	1 <sup>b</sup>	...	1
Armistice Day.....	1	...	1 <sup>c</sup>
Thanksgiving.....	19	9	10
Christmas.....	19	9	10
Admission Day.....	2 <sup>d</sup>	2	...
Other <sup>1</sup> .....	3	3	...
Holidays falling on Sunday shall be observed the following Monday.....	5	5	...

<sup>1</sup>Any local or national holiday observed by department stores in the city.

<sup>a</sup>One-half day off.

<sup>b</sup>State laws govern.

<sup>c</sup>Shall be given to ex-servicemen who wish to parade.

<sup>d</sup>When and if observed by the industry in the city.



**Table 7: Department Store Union Contract Clauses Affecting Wages and Hours for Regular Working Hours**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Minimum wage established.....	19	10	9
Wage scale or rates specified in contract....	13	7	6
Apprentice scale specified.....	3	2	1
Extra compensation			
Night work.....	2	...	2
Overtime after 6:00 p.m.....	1a	1	...
Time and a half:			
Before 8:00 a.m.—after 6:00 p.m.....	2	2	...
Before 8:00 a.m.—after 6:30 p.m.....	1	1	...
\$1.00 extra per day for split shift.....	1	1	...
Higher wage prevails in case of temporary transfers to job with different wage scale....	1	1b	...
Wage increase provided in agreement.....	9	3	6
Existing wages to remain in force for duration of agreement.....	1	...	1
Provisions for wage adjustment			
By negotiation.....	6	2	4
By company on basis of merit.....	3	3	...
Individual wage inequities to be adjusted locally.....	2	1	1
Regular working hours per day			
7 hours.....	1	1	...
7 hours and 20 minutes.....	1	...	1
8 hours.....	7	4	3
Regular working hours per week			
40 hours.....	16	9c	7
42 hours.....	1	1	...
44 hours.....	3	...	3
Days per week			
5 days.....	6	1	5
6 days.....	7	5	2
Provisions made for			
Bonus plans.....	2	2	...
Incentive plans.....	1	1	...
Time for which wages are to be paid in case no work is available			
Minimum of 4 hours.....	5	5d	...
5 hours.....	1	...	1d
½ day.....	1	1	...

aOvertime limited to 4 hours one night per week.

bEmployee working more than 50% of the day in classification with a higher rate of pay than the regular rate, paid at the higher rate.

cOne contract states that employees who may be required to work eight additional hours for annual inventory or emergencies shall be paid at straight time.

dFour contracts (3 AFL, 1 CIO) include part-time workers.

**Table 8: Union Functions and Responsibilities of Department Store Union Contracts**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Union members not to coerce or solicit membership on company time.....	5	1	4
Union allowed only to transact grievance procedure business on company time....	12	4	8
Transaction of union business permitted on company property.....	6	5	1
Strikes prohibited.....	17	7	10

**Table 9: Department Store Apprentices**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Number of apprentices limited to a department			
Up to and including 10%.....	2	2	...
Over 10% to and including 20%.....	2	2	...
Over 20% to and including 25%.....	1	1	...
Over 25% to and including 35%.....	1	1	...

**Table 10: Union Security Clauses in Department Store Union Contracts**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Type of shop			
No union security clause.....	3	3	...
Union shop.....	16	7	9
Membership-maintenance clause.....	1	...	1
Preferential hiring.....	5	1	4
Voluntary checkoff:			
With union security clause.....	4	...	4
Without union security clause.....	1	1	...
Irrevocable checkoff with union security clause.....	5	...	5

**Table 11: Department Store Seniority Provisions in Union Contracts**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Seniority basis			
Departmental.....	9	...	9a
Divisional.....	1	1	...
Company wide.....	6	5b	1
Occupational.....	1	1	...
Not stated.....	3	3	...
Type of seniority statement			
Standard clause.....	7	7	...
Detailed statement.....	8	2	6
Notice to be given of layoff			
Based on length of layoff			
3 days—between 1 and 2 weeks.....	1	...	1
1 week—over 2 weeks.....	2	1c	1
Based on length of service			
1 week after 1 years service.....	2	2	...
2 weeks after 2 years service.....	2	2	...
Military service clause			
No loss of seniority.....	9	3	6
Contract without a military seniority clause but specifying reemployment according to the Selective Service Act of 1940.....	2	1	1

aOne contract states occupational seniority for nonselling personnel.

bTwo contracts also specify merit and ability.

cContract contains only a general statement, no basis.

**Table 12: Department Store Union Contract Clauses Affecting Wages and Hours by Daily Schedule**

Type of Clause	Total	AFL	CIO
Number of agreements analyzed.....	20	10	10
Week days over regular schedule			
Time and a half.....	6	2	4
Sundays			
Time and a half.....	5	3	2a
Double time.....	8	3b	5
Holidays			
Time and a half.....	2	...	2a
Double time.....	12	6c	6d, e
Seventh consecutive day—time and a half.....	1	...	1
Over weekly schedule of hours <sup>1</sup>			
Time and a half.....	11	5	6
General statement of time and a half for overtime.....	8	5	3
Daily and weekly overtime not paid for the same hours.....	1	...	1

<sup>1</sup>Weekly hours not all specified.

aOne contract states that employees working through the noonday meal on Sun days or holidays will be paid \$1.00 per meal.

bOne contract states that employees who may be required to take inventory one Sunday per year (except December 31 or January 1) shall receive time and a half.

cOne contract states that New Year's Day may be worked for inventory purposes.

dOne contract specifies double time after first three hours of work; time and a half for the first three hours.

eOne contract specifies time and a half for work on New Year's Day.



Unions in the department store field vary in their approach to area-wide bargaining. There are instances where the individual agreements will follow the same working conditions and wage patterns in a particular area, although there are no area-wide contracts.

#### JOB ANALYSES AND MEDIATION

Retailers are developing a desire to do studies on retail job analysis and evaluation. However, there is not complete agreement among department store executives and retailers generally in regard to organized job analysis and evaluation as an approach to salary administration problems. The catch-as-catch-can method of determining wage policies is still part of the picture, particularly during periods of tight manpower markets when stores will pay relatively high wages for hard-to-get personnel.

In 1946, Donald A. Fowler, Chairman of the National Retail Dry Goods Association Committee on Better Selling, stated that "developments since V-J day have confirmed the basic necessity for sound job analysis and evaluation if retailers are to meet the challenge ahead. When the present backlog of consumer demand for essential merchandise is satisfied, many retailers will find themselves confronted with a wage structure which will be difficult to carry. These changes in employee working schedules and wage rates can be supported ultimately only through more efficient production."

James P. Mitchell, Vice President of Bloomingdale Bros., Inc., advocates mediation as a method of settling labor disputes. Mr. Mitchell states that one of the chief reasons barring greater use of mediation "has been the lack of public, or if you will, industry confidence in the impartiality and ability of the Federal Conciliation Service." Mr. Mitchell has, through the Committee for Economic Development, advocated certain changes in the Federal Mediation Service, which would, among other things, take the Conciliation Service out of the realm of the United States Department of Labor.

#### CONTRACT FEATURES

Collective-bargaining units in twenty department store contracts analyzed differ from those in industrial agreements in that they usually exclude a long and highly specialized list of employees. In the industrial contracts, it is found that "supervisory employees" are excluded as a group, while in the department store agreements, in addition to omitting them as a group, classifications are broken down and "buyers, assistant buyers, department managers, assistant department managers, store managers, and section managers" are excluded individually. Groups of employees peculiar to the department store, such as lease department employees, comparison shoppers, and heads of stock, are also specifically excluded from the agreements.

Purchase discounts for employees and the payment of supper money on late nights are included in a number of department store contracts. These provisions are peculiar to department stores.

Analysis of twenty union security clauses shows that the majority are covered by union shop agreements, with only one membership-maintenance clause in the twenty contracts.

Although work rules do not appear in the contracts, the right to establish rules and regulations is retained by management, with right of appeal by employees through established grievance procedures.

Three of the twenty department store contracts indicate apprentice wage rates. Duties and job classification are not stated in any of the contracts.

Extra compensation for work on different shifts is not provided, although provisions are made for extra compensation for work done outside regular store hours. The nature of the department store, as a caterer to the public, makes hourly schedules more stable than in industry, say department store executives. As to hours, the majority of general industry contracts show a five-day week, while the department stores indicate a six-day week. This also stems from the nature of the business operations and policy.

#### CALL-IN PAY

Call-in pay is provided for in seven of the twenty agreements, but, unlike agreements in the general industries, no provision is made for payment in case of temporary discontinuance of employment.

General industries usually specify the number of holidays which are paid or not paid if the employees do not work, while provisions in department store agreements specify time off for certain holidays. In all twenty department store agreements employees are paid for the holiday time.

In seven of the agreements, the union representative is specifically allowed time off without pay.

The only contingencies allowed for absence are personal sickness or serious injury.

Many factors relating to wages and working conditions and discount plans for employees are part of department store personnel policies. Yet, they are not incorporated into collective-bargaining agreements. This is because, say some store executives, certain patterns relating to wages and working conditions were part of store rules long before the collective-bargaining unit came into the picture.

There is a noticeable development of programs, by personnel executives, evaluating the various phases of labor-management relationships. A personnel consciousness in department store line executives seems to be growing as a result of training programs.

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## Survey of Personnel Problems:

# Is Productivity Increasing?

*QUESTION: With respect to production per employee, are your employees generally producing more, less or about the same as a year ago? How does your current production in relation to employment compare with your prewar experience? If there has been an increase as compared with either period, do you know or can you speculate about the reason? Will you please describe anything which you consider to be outstanding that you are doing or plan to do in an effort to increase production per employee?*

EXECUTIVES in two out of every five companies cooperating in the Board's survey report that production per employee is greater now than a year ago. A similar number advise that production is about the same and only one out of ten says that employee output is either below a year ago or "better in some departments and poorer in others." Of the companies reporting an increase, most hesitated to express the improvement in terms of definite figures. Where percentages were furnished, the figures range from 8.5% to 30%. Several of the executives whose employees are producing no more than a year ago advise that quality has noticeably improved.

Compared with prewar experience, the record is not nearly so favorable. Production per employee is less in approximately 40% of the cooperating companies and greater than before the war in only one out of four cases. In about the same number of companies, the executives estimate that production is about the same as before the war.

Many reasons for production gains were cited. The two most frequently mentioned are the increased skill of workers resulting from intensive training and improved methods. Another is the beneficial results that have come about through the return of experienced workers from the armed services. Approximately 40% of the cooperators give some credit to improved wage-incentive plans and about the same number mention the contribution made by new equipment and tools. A significant number stress the importance of the higher caliber of supervision achieved through supervisory and foreman development programs. The presence of unions and their "willingness to cooperate" are given credit in several cases. The great majority of the companies which seem most satisfied with their production figures emphasize a noticeable change for the better in employee attitudes.

In this latter group are companies that have made

a concerted effort to improve their channels of communication with employees in the ranks. This has been attained through use of bulletin boards, house organs, special letters and group meetings, and also by increasing the amount of information for the supervisor to pass along. In two companies, top executives are intensively searching for methods of making each worker's job more interesting, especially those of a highly repetitive and monotonous nature.

Plans for the future reveal widespread recognition of the potential contribution to production problems of informed, well-trained, properly placed and satisfied employees. Responsibility appears to be assigned about equally to supervisors and executives in the line organization and to those who are normally charged with the staff functions of personnel administration.

Excerpts from representative replies follow:

"Standards have been revised and made more realistic. Most employees are meeting minimum standards, and many are producing well in the area toward the maximum. Most of our production is now on lines, as compared with the former colony type. Management goals are more sharply defined, and employees are better informed as to these goals. Both management and employees are keenly sensitive to the need for increased production to reduce costs. An important factor also is improvement in methods, tooling and equipment. These technological advances are the reason for a substantial part of the improvement."

\* \* \*

"Our efforts are more a combination of many factors than they are of any single element. We do try hard to acquaint everyone, including supervisors and employees, with the nature of the company's prospects for business, necessities for quality and quantity production, and the benefits which will accrue to all of us if we are able to serve our customers satisfactorily. Our employees are working with good will, and are much happier and more efficient when they know that they are doing their share in the program."

While we have weeded out some of the unfit, an equal or even a greater number have eliminated themselves by quitting. A large majority of our people are giving us a fair day's work in return for fair treatment."

\* \* \*

"It has been our opinion that a better understanding of employees in regard to the job, the company's objectives, both servicewise and financial, and improved personnel relations would have a beneficial effect on production as well as other administrative results. Consequently, our efforts have been directed along such lines. There



has not been sufficient experience as yet to determine their effectiveness."

\* \* \*

"We plan to work more closely than ever with foremen and supervisors in order to make them feel more a part of management. Indirectly this should increase production per employee."

\* \* \*

"We have no extraordinary plans or programs. We continue to attack a problem by attempting to develop proper attitudes on the part of all employees and strong leadership qualities in supervision."

\* \* \*

"Our program: Improved relations with union, improved methods, supervisory training."

\* \* \*

"We are planning the development of our employee suggestion system. We are studying and planning changes in the physical layout of the various departments, considering flow of work, etc. We are embarking upon a supervisory training program based upon principles of the TWI training in industry during the war. We are making a complete job analysis and job evaluation which we feel will enable us to do a better job in many ways."

\* \* \*

"We are using an intensive program with union officials and stewards to get over to them the fact that we must cooperate to produce economically."

\* \* \*

"We are making every effort to improve the quality of people hired; to improve training methods, including more visual material, such as movies and slide films; and to bring morale to a higher level."

\* \* \*

"Long-term improvements will result from large capital expenditures for modernization of plants and processes."

\* \* \*

"With a free flow of materials and manpower and more efficient tools and plant layout we are confident that we will be able to increase production per employee. We also intend to perfect our techniques to determine more fairly what constitutes a fair day's work. As manpower becomes more plentiful we intend to place greater emphasis upon a fair day's work for a fair day's pay. In doing so, we will not be unmindful of the necessity of maintaining proper balance between proper discipline and the necessity of maintaining in the minds of employees a proper sense of job security without which high employee morale cannot be achieved. We intend to improve our entire industrial relations program so that increased employee morale will cause employees to want to do a better day's work."

\* \* \*

"Our hypotheses are that the distributive side of our economy is probably a little less productive in the sense of output than is the manufacturing side; and that real productivity increases are possible through mechanization of some processes, better management, and more

skillful motivation of workers. Some of us feel that these improvements are necessary because the productivity of our working force is our chief competitive weapon. The cost of that labor has been pretty well equalized between firms and industries in the last fifteen years. If we try better merchandising methods, they can be imitated. We have no monopoly on sources for goods. Therefore, productivity of our working force becomes a key factor in competitive survival."

\* \* \*

"During the war period piece prices were inflated to a point where high earnings were possible without full effort. New standards will be established, removing inflation by providing adequate opportunity."

\* \* \*

"We are attempting to emphasize the importance of full production. For example, in the joint press release prepared after our last collective-bargaining session both union and company looked forward to a period of high production. In joint letters which we send to our employees on special occasions we have emphasized the importance of increased production. In one plant where production is not satisfactory we are arranging a pep meeting. We plan to have an exhibit of rejects and to have top management talk to the employees about the importance of their production."

\* \* \*

"We are following the trend, which seems to be general throughout industry, of getting management's viewpoint across to employees through a weekly newspaper, bulletin boards, etc. We feature articles stressing the importance of individual productivity in relation to company and job security."

\* \* \*

"We have made considerable progress in the last year both in employee training and in stabilizing production and standardizing processes. This accounts for the increased production per employee over a year ago."

\* \* \*

"Our future plans call for continued efforts to improve employee productivity through our training program, standardization of production and improved flow of materials and parts in the factory."

\* \* \*

"We are doing a good bit of thinking and taking a good many forward steps along public relations lines which we hope will get our story across to the employees in the mills and fill in some of the vacuum that has been created by the coming of the labor unions. We are fully conscious of the need for management to tell its side of the picture and are using public relations activities to do so."

\* \* \*

"Our efforts are constantly being directed toward providing better principles of management through continued training. We will be tightening our standards of production to remain competitive and will have to be prepared to substantiate required action in transferring or removing individuals who cannot produce at the required rate. With the high costs of labor, further mechanization becomes



both attractive and a good investment wherever it can be achieved."

\* \* \*

"The improvement during the past year has been owing mainly to the following reasons:

1. Less labor turnover; more experienced and better grade employees, particularly the returned veterans;
2. Improved employee and union relations;
3. Extension of incentives to a greater number of hourly rated employees."

\* \* \*

While we have always used incentives to a limited extent, we are now carrying on an intensive program to extend incentives to the maximum number of our production employees. Considerable educational work has been required with the employees and the union. Incentives are receiving reasonably good acceptance and are working out to mutual advantage, both to the employees and the company."

\* \* \*

"We are planning incentives for our service departments so as to encourage as good production there as we have had in the manufacturing departments where incentives have been in use for a number of years. We are also making studies in our industrial engineering department and mechanical engineering department with a view to improving mechanical equipment and flow of material."

\* \* \*

"We find that the union asks more relief men so that the employees may have greater relief periods, and that union representatives still spend an excessive amount of time away from their jobs on alleged bargaining activities. Such factors result in lower efficiency. We have failed to attain the improvement which we expected from the purchase and installation of new equipment and rearrangement of our productive facilities. Material shortages and resultant frequent adjustment of forces have a definite bearing on this situation. Where we are able to obtain material and maintain proper schedules we find efficiency improving. In some cases it is as good or even better than it was before the war."

\* \* \*

"Improvement over production efficiency a year ago can be largely attributed to the following factors:

1. A better trained force of employees;
2. Establishment of a wage incentive system by a subsidiary which previously did not have such a policy;
3. Better deliveries of raw materials and component parts, which have materially reduced work stoppages."

\* \* \*

"There are several major reasons for this increase. First is the introduction of new equipment, tools and methods. It is difficult to place the others in order of their importance because they are interrelated. One is the increased skill of our operators and setup men, especially since the return of many of our veterans. Another is the better supervision which has been insisted upon by top management through training programs and day-to-day contact.

A third is the spirit of friendly teamwork, which, in general, pervades the shop as the result of management's emphasis on sound industrial relations and the union's willingness to cooperate."

\* \* \*

"We plan a gradual extension of the use of labor-saving machinery. However, our present efforts to improve the production efficiency of employees are largely concentrated on educational and training programs for plant supervisors which include round-table discussions of costs, burden and operating problems. We believe that improved quality of supervision will be reflected in improved worker efficiency."

\* \* \*

"As an average, we are getting less production per employee than before the war. This is due entirely to 50% of the employees who have been hired since Pearl Harbor. This group is psychologically dominated by the fact that they think unions are there to protect them against the management no matter how much work they do, and others who are just working for the easy money which was available during the war and which they have gotten so accustomed to that they hang on. The old 50% are actually producing, according to our figures, more than they did before the war. I think this is largely owing to an increased incentive spread for the same amount of work. We are now trying to 'drop the lemons,' although it is not easy in some cases where they have been with us for two or three years. We are trying out aptitude tests for new employees. We are also trying to increase the scope or coverage of incentive work."

\* \* \*

"There are a number of factors which, in varying degrees, have affected the improvement in production per employee:

1. Introduction of methods improvements, including mechanization;
2. Return from military service of many employees who were trained workers;
3. Institution of the budget, which has made line management conscious of operating costs by comparing actual costs of operation with those which prevailed during the first quarter of 1943;
4. Better selection, training and placement of personnel;
5. Reduced rate of turnover because of the retention of married women employees, salary increases and other reasons;
6. Resumption of the prewar 35-hour week which has probably tended to increase production on an hourly basis;
7. Improvements in working conditions by renovation of buildings, installation of Muzak, etc."

\* \* \*

"There are a number of programs already under way or planned which should have an effect upon production per employee:

1. Continuation of methods surveys and operations audits which will result in the development of better organization and in improvements in procedures and working conditions;



2. Extension of the budget system to more divisions as rapidly as this can be done;

3. A higher degree of control over staffing through the use of production records in considering requests for replacement or additional personnel;

4. Possible extension of production standards, with or without incentive plans.

5. Development of better training techniques, particularly supervisory training.

6. Continuation of the effort to improve personnel selection and placement through development of a testing program and other devices."

\* \* \*

"The slight increase in production per employee over that of a year ago in certain situations is largely owing to an improvement in the labor relations picture. From December, 1945, to April, 1946, we had a number of rather serious and lengthy strikes in our main plants, and a year ago we were just recovering from the effects of these strikes on employee attitudes. We believe that the average employee is coming around to the point of realizing that we have got to get down to work again. However, this gradual trend is not going to result in much increased production until there is some improvement in supervisory attitudes, aptitudes, and capacities. We believe the greatest source of improved production lies in improved supervision and that industry as a whole has too long neglected the front-line foreman and his immediate superiors."

\* \* \*

"The improved industrial relations program, which has resulted in significant reductions in the number of work stoppages and labor-management disputes of all kinds, is considered one of the fundamental reasons for increased employee productivity. Among other reasons of first importance are improved production and engineering methods, modernized production controls and increased local autonomy and responsibility."

\* \* \*

"We are currently engaged in an employee relations program which aims at making every employee a part of the 'company team.' A new series of management conferences was undertaken a few weeks ago for the prime purpose of bridging the gap between the executives of the company and the workers. These conferences, which deal with the aims of the company and its programs, are first conducted by the division executives and attended by the top division supervisors. These supervisors are charged with the responsibility of relaying this information through similar meetings or other appropriate media to the line supervisors.

"We are also endeavoring to further improve employee morale by establishing clearly defined and effective channels of communication between the management and the employees. It is felt that the success of our postwar industrial relations program depends to a very considerable extent on the free flow of information and opinion in both directions."

S. AVERY RAUBE  
*Management Research Division*

## Management Looks to Its Health

OUT of one thousand executives examined by the Life Extension Examiners of New York, only 18.2% were found free from organic disease. Slight impairments were discovered in 41.6%, and significant impairments in 38.6%. The remaining 1.6% had serious impairments requiring close medical supervision. Even more startling, however, is the fact that the average age of this key group was only 47.6 years.<sup>1</sup>

### CAUSES OF BREAKDOWN

Many of the contributing causes of physical breakdown in management groups are difficult to trace. Nevertheless, medical authorities agree that there are factors related to tasks involving heavy executive responsibilities which tend to affect the well-being of individuals and aggravate existing physical disabilities. For instance, weighty decisions subject the executive to frequent exhausting emotional strains. Repeated demands upon his time for travel and meetings, and the pressure of countless advisory and administrative duties often leave the executive tense and exhausted with little or no opportunity for essential relaxation and recreation. Furthermore, key men generally have spent long years preparing for managerial responsibilities and by the time they reach the top many of them are in the older age brackets. Physical changes concomitant with advancing age have already taken place and they need to take good care of themselves if they expect to keep physically fit with their minds active and alert.

Personal factors also affect the health of the executive. Regular living habits and a generally well-rounded life are essential to physical well-being. One authority aptly points out that the faculty for organizing one's personal life is as important to the individual and to his job as the organization of his administrative duties. The executive who fails to wisely budget his personal life is usually headed for trouble.

What can industry do to conserve the health of its executives? Medical authorities have long recommended annual physical checkups. Statistics show that early diagnosis and prompt treatment of many physical disabilities can prolong life and extend the active years. Companies which have maintained executive health programs for a good many years are enthusiastic about the results, and report marked

<sup>1</sup>Report of Proceedings of the Life Extension Examiners, Nov.-Dec. 1940.



improvement in the health of participants. Interest in these projects is growing.

#### GENERAL MOTORS HAS A PROGRAM

The General Motors Corporation in 1944 started a formal service to conserve the health of its executives. The program provides for two major benefits: (1) a special voluntary yearly diagnostic health examination given by a physician or clinic chosen by the employee; and (2) complete vacation periods for all management members. Experience indicates that the latter requirement is especially important because many executives under pressure of work often tend to delay or forfeit vacations at periods when they are urgently in need of rest and relaxation.

All executive groups in the corporation are provided with lists of physicians and clinics approved by the medical consultant and his associates. Approval is required to assure management members that they will receive a complete diagnostic examination instead of a less extensive checkup for a single complaint. Examinations are provided without cost and all executives are urged to take advantage of the plan so that they may be kept fully acquainted with their physical conditions, receive competent counsel concerning the correction of poor health habits and, if necessary, obtain assistance in adjusting to existing physical limitations.

If an executive prefers a physician or health service not included on the recommended list, he may apply to the medical consultant for approval of his selection.

Reports of physical examinations are sent directly to the individual or to his personal physician. No reports are sent to the corporation. However, members of the corporation's medical staff are always ready to advise management members concerning health problems when their services are requested. These consultations are also confidential.

So far, two thousand executives have taken advantage of this new health program. Reexamination requests are received daily. Several individuals have reported immediate benefits derived from early detection of physical impairments. Others have expressed appreciation for medical assistance in adjusting personal health problems. The maximum benefits of the program will never be measured in dollars and cents, but the General Motors Corporation is convinced that any plan which conserves the health of its key personnel is a sound investment.

#### Type of Examination

Although the medical consultant does not submit any procedure manual to the physicians and clinics cooperating in the executive health plan, the following primary examination routine is generally followed:

1. History (to be recorded and included)
  - a. Family history
  - b. Past illnesses
  - c. Present complaints
  - d. Functional inquiry by system
2. Physical findings (to be recorded by system) including nervous, cardiovascular-renal, eyes, and all orifices.
3. X-ray of chest and teeth
4. Hemoglobin estimation
5. Wasserman reaction
6. Chemical and microscopic urinalysis
7. Electrocardiogram for employees over 40 years of age
8. Special X-ray and laboratory investigation of any system in which history or physical findings are sufficiently significant to warrant them.

In reviewing the main factors which are essential for a successful diagnostic health plan the corporation lists the following points:

1. Examinations should be voluntary.
2. All reports should be confidential between the examinee, the examining physician, and the individual's personal physician if one is designated.
3. The examining physician should inform the examinee about his physical condition in nontechnical terms. A report prepared in layman's terms is usually sent to the examinee while his personal physician receives a technical report of findings.
4. Executives should be notified when repeat examinations are due.
5. All examinations should be thorough and scheduled promptly.
6. All charges and recommendations for examinations and diagnostic procedures should be referred to the medical department for approval. Charges for restorative or curative treatments should not be approved.

The corporation suggests the use of health education material to remind executives of the many values which can be derived from annual physical examinations.

#### CATERPILLAR TRACTOR'S PLAN

Another voluntary executive health program which has received enthusiastic support was started in 1941 at the Caterpillar Tractor Company in Peoria, Illinois. To date, 99.9% of the company's executives have received initial diagnostic examinations, and request annual physical checkups.

This program is under the direct supervision of the company's medical director, who gives all examinations and counsels executives on their personal health problems. Records are confidential and are not available to any other members of the company. If requested, reports of examinations are sent to personal physicians.

Yearly notices tactfully remind management mem-



bers when their checkups are due. More frequent examinations are given if necessary.

Whether a company medical director, a clinic or a private physician is selected to examine management members depends largely upon such factors as the extent and scope of the medical department, the number and location of key personnel to be examined, and the facilities available for administration of the program. Medical authorities agree, however, that executives will not support a program unless they are assured that reports are confidential. Several companies which have had experience with health plans stress the importance of voluntary participation.

One large clinic which provides an executive health

service advises that the cost of a basic periodic health examination rarely exceeds \$25. This report compares favorably with costs received from several companies. Obviously, costs are increased if extensive laboratory and X-ray work are required.

Since examination reports are confidential, it is impossible to follow up on treatment recommendations given to management members. Nevertheless, comments of examinees indicate that the majority of executives appreciate their health services and are eager to follow the advice of examining physicians.

ETHEL M. SPEARS  
Management Research Division

## Employment Tops Former Peacetime Peaks

THE nation has weathered reasonably well the adjustment to peacetime conditions, as far as the record of employment is concerned. Millions of persons were transferred from war industries to civilian pursuits; more than ten million persons were reabsorbed into civilian life. Unemployment remained unexpectedly low throughout the transition period, and at no time exceeded 2.7 million, which was reached in March, 1946, despite generally accepted forecasts of six to eight million unemployed. The success of the reconversion effort with respect to employment is apparent from the fact that the country today has more people employed than ever before in its peacetime history.

All of the increase in employment since V-J day, and in fact since 1939, has been in nonagricultural establishments. The average number of nonfarm employees totaled 40.7 million in 1946, more than 10 million above the number employed in 1939, when it stood at 30.3 million. The average for the wartime year of 1943 was 42 million.

From 1939 to the end of 1943, all industries gained in employment, with manufacturing and government

registering major gains of 7.3 million and 2.1 million, respectively. Transportation and public utilities, trade and the financial and service industries each increased the number on their payrolls by more than 500,000. Mining gained less than 75,000. By 1943 manufacturing constituted 41% of total nonagricultural employment, although in 1939 it accounted for only 33%. Trade, in which the second largest number are employed, accounted for only 17% of employment as compared with 22% before the war. Government employment climbed to third in importance, surpassing the finance and service industries.

The declines in manufacturing and government, and the compensating rise in trade, service, and transportation had, by 1946, almost completely restored the prewar industry distribution, which was distorted by the needs of a war economy. Trade and the services more than doubled the gains experienced during the war years. The greatest loss of labor was experienced by manufacturing and mining. The former lost almost half of its wartime supply, while mining dropped all of its gain plus additional workers. With the exception of the latter, which was affected by

### ESTIMATED NUMBER OF EMPLOYEES<sup>1</sup> IN NONAGRICULTURAL ESTABLISHMENTS, BY INDUSTRY DIVISION

Source: Bureau of Labor Statistics  
In thousands

Industry Division	1939	1943	1946	1947			
				January	February	March	April
Total.....	30,287	42,042	40,712	41,795	41,858	42,066	41,708
Manufacturing.....	10,078	17,381	14,365	15,372	15,483	15,512	15,373
Mining.....	845	917	886	883	880	878	853
Contract construction.....	1,150	1,567	1,493	1,515	1,502	1,555	1,661
Transportation and public utilities.....	2,912	3,619	4,023	4,015	4,012	4,022	3,722
Trade.....	6,705	7,322	8,448	8,555	8,507	8,564	8,551
Finance, service and miscellaneous.....	4,610	5,187	5,954	6,071	6,107	6,120	6,122
Government.....	3,987	6,049	5,595	5,384	5,367	5,415	5,426

<sup>1</sup>Includes all full- and part-time wage and salary workers. Proprietors, self-employed persons, domestic servants and personnel of the armed forces are excluded.



## ESTIMATED NUMBER OF PRODUCTION WORKERS IN MANUFACTURING INDUSTRIES

Source: Bureau of Labor Statistics

Industry	Employment (thousands)			Percent of Total		
	1939	1943	1946	1939	1943	1946
All Manufacturing.....	8,192	14,560	11,630	100.0	100.0	100.0
Durable goods.....	3,611	8,727	5,805	44.1	59.9	49.9
Nondurable goods.....	4,581	5,834	5,825	55.9	40.1	50.1
Iron and steel and their products.....	991	1,761	1,394	12.1	12.1	12.0
Electrical machinery.....	259	741	509	3.2	5.1	4.4
Machinery, except electrical.....	529	1,293	1,044	6.5	8.9	9.0
Transportation equipment, except automobiles.....	159	2,508	480	1.9	17.2	4.1
Automobiles.....	402	714	661	4.9	4.9	5.7
Nonferrous metals and their products.....	229	449	377	2.8	3.1	3.2
Lumber and timber basic products.....	420	535	549	5.1	3.7	4.7
Furniture and finished lumber products.....	328	366	393	4.0	2.5	3.4
Stone, clay and glass products.....	294	360	397	3.6	2.5	3.4
Textile-mill products and other fiber manufactures.....	1,144	1,237	1,187	14.0	8.5	10.2
Apparel and other finished textile products.....	790	958	1,016	9.6	6.6	8.7
Leather and leather products.....	347	340	356	4.2	2.3	3.1
Food.....	855	1,056	1,094	10.4	7.3	9.4
Tobacco manufactures.....	93	91	86	1.1	.6	.7
Paper and allied products.....	265	324	367	3.2	2.2	3.2
Printing, publishing, and allied industries.....	328	331	396	4.0	2.3	3.4
Chemicals and allied products.....	288	734	534	3.5	5.0	4.6
Products of petroleum and coal.....	106	125	152	1.3	.9	1.3
Rubber products.....	121	194	223	1.5	1.3	1.9
Miscellaneous industries.....	244	445	416	1.0	3.1	3.6

strikes, all industries were well above the 1939 level.

Expansion during the war and subsequent contraction of the number of persons employed in manufacturing industries affords interesting study. In 1939, factory employment in the nation approximated 8.2 million. By 1943, after two years of full-scale war production, employment has increased almost 6.5 million, or 78% over the prewar period. By 1946, despite cutbacks and contract cancellations and the unprecedented work stoppages which occurred early in 1946, employment totaled over 11.5 million, slightly less than 3 million under the 1943 average, but 42% above the prewar level.

In the prewar period, the nondurable goods group, heavily weighted by the textile and food industry, furnished almost 56% of total manufacturing employment. Expansion in the war industries—primarily shipbuilding and aircraft—increased the relative importance of the durable goods group to 60% of the total in 1943. Within the industry group pattern, many changes occurred. In 1939, the largest group was the textile-mill products which accounted for 14% of all employment, followed by the iron and steel and the food industries each of which contributed over 10% of the total. By 1943, all groups (except leather and tobacco) showed increases ranging from 3,000 in the printing and publishing industries to over 2.3 million in transportation equipment. The latter group rose to first place in 1943, when it accounted for 17% of all workers as compared with 2% in 1939. Increases of some magnitude also occurred in such war essential industries as iron and steel, the machinery groups and chemical products.

By 1946, the return of the prewar ratio was discern-

ible. Aggregate average employment in all industry groups, except tobacco, was above prewar; nine of the major groups were above their 1943 levels.

## 1947 TRENDS

President Truman in his first economic report to Congress stated that "the purposes of the act (employment act) would be substantially achieved if, during 1947, we sustain employment at about the 1946 levels or slightly higher. . . ."

The opening months of 1947 showed a volume of employment in nonfarm work which, for the most part, approximated late 1946 levels. For the first time since the war period seasonal factors exerted their influence. By March, total nonagricultural employment was 42.1 million and every component industry (with the exception of mining) had increased over the previous month.

Between March and April, the total employment in nonagricultural groups dropped from 42.1 million to 41.7 million. For the first time since the reconversion low of February, 1946, there was a decline in the manufacturing field, owing largely to declines in the soft goods industries. The textile and apparel groups were the chief contributing factors. Construction, which had been counted on to bolster employment, failed to make expected gains. Many analysts were quick to seize upon these facts as evidence of the arrival of a recession. Preliminary reports for May, however, indicate a rise in total employment and, most important, a 500,000 gain in nonagricultural establishments.

ROSALYN D. SIEGEL  
Statistical Division



## Trends in Collective Bargaining

### Modernizing the Building Trades

Some technological changes in methods of building homes are not only opposed by labor unions but also by some building contractors who employ building trades craftsmen. This includes use of prefabricated units. In fact, the belief is current of "collusion between builders and building trade unions against the acceptance of new methods" in some cases.

Jurisdiction disputes which have plagued the building trades scene for many years will be settled through bipartite methods without government in the picture, according to AFL leaders. The International Union of Teamsters, the largest union in the United States, is part of the building trades council of the American Federation of Labor. This union follows the policy of making an agreement with the union with which it has the dispute. Its first agreement was negotiated three years ago with the International Operating Union of Engineers. Both parties claim that the agreement has resulted in elimination of jurisdictional squabbles.

The Teamsters recently announced the signing of a similar agreement with the International Hod Carriers, Building and Common Laborers' Union of America. Under this agreement, both unions agree that lumber yards "now organized by the Laborers, on or before the date of April 21, 1947, or by the Teamsters, shall remain in the jurisdiction of the international union in which they are now organized." This also applies in sand and gravel pits and crushed stone quarries. Lumber yards organized after the above shall belong to the Teamsters. Cement and concrete products and concrete mixing plants, sand and gravel pits and crushed stone quarries shall belong to the Laborers.

### A Call to Arms

The Taft-Hartley Act seems to be a "call to arms" to all sections of organized labor. Labor argues that the current surge of legislation is undermining the "free enterprise system" and that the system "to which we all owe our high living standard" can exist today only if the balance is kept between free management and free labor. When this balance or equality of bargaining power exists, a decision which affects both parties can be made jointly at the bargaining table. Management's answer to this argument is that the Wagner Act contributes toward this unbalance so that new legislation is needed to create more of a balance.

The history of legislation affecting collective bar-

gaining and labor-management relations seems to many persons to indicate that it is not the law itself so much as it is its administration which is of primary importance. For instance, section 8 (a) of the act states that the union shall be able to negotiate a collective-bargaining agreement after the National Labor Relations Board "shall have certified that at least a majority of the employees eligible to vote in such election have voted to authorize such labor organization to make such an agreement." It further stipulates that union membership as a condition of employment shall be determined by a majority of the employees. However, paragraph (I) in subsection (B) in section 8 (a) states that "this subsection shall not impair the right of a labor organization to prescribe its own rules with respect to the acquisition or retention of members therein." This matter of having all employees in a bargaining unit (who may not all be union members) eligible to vote upon this important contract provision conflicts with labor union rules, which usually state that only dues-paying members shall be eligible to participate and vote on matters affecting the union structure. Some representatives of management and labor have indicated that lengthy litigation is in the offing in the administration of the highly controversial sections of this act, which was passed on June 23.

### AFL Looks Abroad

Friction between the American Federation of Labor and the World Federation of Trade Unions over extension of influence among labor unions in European and South American countries continues.

To counteract the growth of the WFTU, the AFL issues bulletins printed in various languages. The gains which AFL labor unions secure are pointed out in a recent issue of the *International Free Trade Union News* (AFL). The fact that President William Green of the AFL opposed legislation aiming to bar the Communist Party is recorded as a counterclaim to that of the WFTU among the workers of European countries that the AFL is not a liberal organization. In fact, it is not uncommon to read in the WFTU press that the AFL is "imperialistic and fascist" in its leadership.

The AFL is becoming more concerned with the extension of Soviet Russian influence in the Balkan countries and Italy. The federation's position in Europe is summarized in a statement by Irving Brown, AFL representative in Europe, who says: "American economic aid (loans, credits, materials) should be



conditioned on greater guarantees of democratization of the government—even though compared to Russia and its dominated spheres the present Greek society is a model of democracy. In proposing these guarantees, I do not for a moment suggest any limitation on the power of the state to deal with organized banditry, whether from 'left' or 'right.'"

The WFTU is making the AFL more militant on the international scene than it has been for years.

#### Miscellaneous Contract Items

Labor agreements do not always include details relating to conditions of employment covering the role of supervisors, old employees unable to perform their usual work, and customs of the company in determining wages, hours and working conditions which were part of the company's policies before the union came in.

In a United Gas, Coke and Chemical Workers (CIO) agreement with an eastern corporation, some of these matters are set down in detail:

It is agreed that supervisory employees shall not perform work usually performed by the production or maintenance employees, except as it is now established practice for certain working supervisors to share in the work of their departments, and except as a temporary measure in case of breakdown, and except for purposes of temporarily relieving or instructing an employee.

Employees who have given long and faithful service to the company and become unable to perform their usual work by reason of infirmity or injury shall, if not pensioned by the company, be provided by the company with such light work as is available that they may be able to perform, and at the rate of pay for the lighter work, plus any differential to which they may be entitled.

The company shall supply three conspicuously placed bulletin boards which shall be used by the union for posting of notices and bulletins pertaining only to union matters and shall contain nothing prejudicial to the company.

Previous customs of the company in regard to wages, hours, and working conditions (not covered or enumerated in this agreement) which were in existence prior to July 31, 1941, and which were of benefit to the employees and the company, such as those covering—

1. Soup at lunch time during winter months
2. Coffee or tea at lunch
3. Smocks and overalls where supplied at present
4. One o'clock closing on day prior to Christmas
5. One o'clock closing on day prior to New Year's, except those employees taking inventory or for other emergency
6. Milk to employees on specified powder jobs
7. Protective clothing for specified outdoor jobs—shall be continued in effect.

Similarly, the following customs which have been established subsequent to that date shall be continued:

1. Ten-minute rest period in morning and afternoon;
2. Equalizing of overtime as far as possible between the employees within each category;

3. Supper money (75 cents) to those day-time employees who are required to work after 7 p.m. at night and on Sundays.

Specially selected employees undergoing training will not displace or replace current employees working in the department to which the trainee is assigned. Employees serving on the jury not in excess of thirty scheduled working days during the contract year shall be paid at their regular straight-time hourly rate for the scheduled number of working hours, which they otherwise would have worked but for such service on the jury, less amounts received by them for serving on the jury.

Employees who are veterans of World War II, who have service-incurred disability and who receive a disability allowance from the United States Government shall, if officially notified to report to the Veteran's Administration for the purpose of a physical examination, receive eight hours' pay at straight hourly rate for one such annual examination.

#### Determining Wage Policies

There is a growing trend toward outlining methods of determining wage policies within companies. The Stove Mounters' International Union of North America (AFL) has prided itself for some years on its long-term strikeless relations with employers. The following clause is taken from one of its representative agreements and indicates a method of establishing wage schedules:

"As frequently as may be practicable and necessary the company from time to time will, with the union cooperating, make surveys of wages being paid by other stove factories located within 150 miles of \_\_\_\_\_. Whenever, after such a survey, it is found that the company is not paying an average wage higher than two thirds of the factories surveyed it will immediately raise its wages to the point where its average wage will be within the upper third of that list. In addition to keeping wages at levels that will compare favorably with other stove factories in this area, the company and the union state as a principle that wages should vary with the cost of living as shown by recognized figures published by the United States Department of Labor. If Department of Labor figures become available for this community, these local figures should be used in preference to the national average."

A no-strike, no-lockout clause states that there shall be no cessation of work and no intentional slowdown during the life of the contract. Any employee violating this rule is "subject to discharge at the option of the company." A grievance procedure enables grievances to be taken, with the help of an international union representative, to the chief executive of the company if no settlement is arrived at within five working days. If the grievance still remains unsettled, the matter may be referred to a board of arbitration consisting of a company representative, a union representative and a third chosen by these two. The cost of arbitration is to be paid equally by both parties. The board must render a decision within five



days of the final submission of all evidence to the arbitrators. The decision is final and binding on both parties.

### Educating Union Stewards

Industry spokesmen have for years been complaining that in too many instances the shop steward does not understand the role that he should perform on the production line. Heretofore, the answer of some union leaders to criticism of uninformed shop stewards has been "when industry trains its supervisors, we the union, will train our stewards." There is a trend toward training stewards in handling grievances.

At classes organized by unions in cooperation with educational institutions, the union committeemen and stewards are taught union aims, parliamentary law, methods of determining wage patterns, knowing the union contract and how to use it effectively on behalf of the bargaining unit, establishing good relations with supervisors, determination of seniority patterns, an understanding of state and federal labor legislation, and the psychological understanding of people on the production line from supervisor to worker.

A number of labor unions issue manuals for shop stewards and committeemen. They are usually prepared by union representatives after they have studied the problem of men and management on the production line.

The Workers Educational Bureau (the educational arm of the AFL) and CIO unions like the UAW and the UE also issue manuals for union stewards. Among the highlights in the Workers Educational Bureau manual are paragraphs titled "Talk Union," "Dues—Life Blood of the Union," "Know Your Fellow Workers," "Meet Problems before They Become Grievances," "Be a Good Listener," "Good Relations with Supervisors," "Use Your Votes and Social Action to Get What You Want." Ways to attain these goals are given under these headings.

In some companies, unions support joint training programs instituted by management for union committeemen and stewards. These programs sometimes include supervisors as well.

### Getting Management Thoughts to Labor

The New York Employing Printers' Association, Inc., has been indicating its attitude toward collective bargaining and labor-management issues through a monthly publication called *Printers League News*. This publication has as its aim the better understanding by labor of management problems, from wage, apprentice and job security issues to production and technological factors that arise in the industry.

When existing labor contracts are up for renewal, management's attitude toward union demands is reported, as are any changes agreed upon. Readjustment of veterans' programs is outlined, along with an evaluation of costs of printing. The publication is interested in what management and labor representatives are doing about apprentice training.

When the publication was started in March, 1946, the Printers League Section of New York Employing Printers' Association pointed out that "in the forty years since the Printers League was founded, there has been only one serious breach in league-union collective bargaining. This was the eight-week strike of 1919, the bad effects of which were felt by both employers and workers until the present wartime boom."

Periodically it is pointed out by the Printers League that labor leadership should put more emphasis on increased production because emphasis upon higher wages without increased production will bring about an exodus of printers from New York City in post World War II similar to the exodus by printing companies after World War I.

ABRAHAM A. DESSER  
Management Research Division

## Management Book Shelf

**Guaranteed Wages and Stabilized Employment.** By Robert Osborne Baker. The Controller, June, 1947.

**Suggestion Systems.** By Bert A. Hindmarch. The Controller, June, 1947.

**How to Merchandize Your Annual Report.** By Victor Dollaire. Printers' Ink, June 13, 1947.

**Essentials of a Management Personnel Policy.** By Lawrence A. Appley. Personnel, May, 1947.

**Management's Responsibility for Discipline.** By H. W. Anderson. Reprinted from Engineering and Science Monthly.

**Modern Pension Plans.** By Hugh O'Neill. New York: Prentice-Hall, Inc.

**Labor Fact Book.** Prepared by Labor Research Association. New York: International Publishers Company. \$2.00.

**Management Functions Under Collective Bargaining.** By Ludwig Teller. New York: Baker, Voorhis & Company, Inc.

**Accident Prevention Administration.** By Frederick G. Lippert. New York: McGraw-Hill Publishing Company, Inc. \$2.25.

**The Little Things That Count in Personnel Relations.** By Edwin M. Fitch. Air Transport, April, 1947.



# SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1947				1948		Year Previous	Percentage Change		
		April	Mar.	Feb.	Jan.	Dec.	Nov.		Latest Month over Previous Month <sup>1</sup>	Latest Month over Year Previous	
<b>Clerical salary rates</b>											
Billing machine operator.....	mode in dollars	30	....	....	....	....	a 38	....	....	....	
Calculating machine or Comptometer oper.....	mode in dollars	35	....	....	....	....	a 35	....	....	....	
Office boy or girl.....	mode in dollars	28	....	....	....	....	a 25	....	....	....	
Stenographer.....	mode in dollars	35	....	....	....	....	a 35	....	....	....	
Telephone switchboard operator.....	mode in dollars	42	....	....	....	....	a 46	....	....	....	
Senior copy typist.....	mode in dollars	36	....	....	....	....	a 36	....	....	....	
<b>Consumers' Price Index</b>											
Food.....	1923=100	....	152.3	....	....	149.3	....	113.8	+2.0	+33.8	
Housing.....	1923=100	....	91.0	....	....	91.0	....	91.0	0	0	
Clothing.....	1923=100	....	108.3	....	....	105.8	....	94.8	+2.4	+14.2	
Men's.....	1923=100	....	124.5	....	....	121.0	....	104.2	+2.9	+19.5	
Women's.....	1923=100	....	92.0	....	....	90.5	....	85.4	+1.7	+7.7	
Fuel and light.....	1923=100	....	101.5	....	....	100.3	....	97.4	+1.2	+4.2	
Electricity.....	1923=100	....	66.9	....	....	66.9	....	66.9	0	0	
Gas.....	1923=100	....	94.5	....	....	94.5	....	94.5	0	0	
Sundries.....	1923=100	....	126.9	....	....	125.9	....	115.9	+0.8	+9.5	
All items.....	1923=100	....	124.9	....	....	123.2	....	106.7	+1.4	+17.1	
Purchasing value of dollar.....	1923 dollars	....	.801	....	....	.812	....	.937	-1.4	-14.5	
All items (BLS).....	1935-39=100	156.1	156.3	153.2	153.1	153.3	152.2	131.1	-0.1	+19.1	
<b>Strikes (BLS)</b>											
Beginning in period.....	number	p 460	p 325	290	290	180	310	504	+41.5	-8.7	
Workers involved.....	thousands	p 600.0	p 100.0	90.0	100.0	95.0	450.0	566.0	+500.0	+6.0	
Total man days idle.....	thousands	p 7,750	p 850	1,230	1,250	3,065	4,750	14,300	+811.8	-45.8	
<b>Turnover rates in manufacturing (BLS)</b>											
Separations.....	per 100 employees	....	p 4.8	r 4.5	4.9	4.5	4.9	6.6	+6.7	-27.3	
Quits.....	per 100 employees	....	p 3.4	r 3.2	3.5	3.0	3.7	4.2	+6.3	-19.0	
Miscellaneous.....	per 100 employees	....	p .1	.1	.1	.1	.1	.2	0	-50.0	
Discharges.....	per 100 employees	....	p .4	.4	.4	.4	.4	.4	0	0	
Layoffs.....	per 100 employees	....	p .9	.8	.9	1.0	.7	1.8	+12.5	-50.0	
Accessions.....	per 100 employees	....	p 5.0	r 5.0	6.0	4.3	5.7	7.1	0	-29.6	
<b>Wage Earners</b>											
<b>All manufacturing industries (BLS)</b>											
Earnings, hourly.....	average in dollars	....	1.180	1.170	1.161	1.148	1.139	1.035	+0.9	+13.7	
weekly.....	average in dollars	....	47.72	r 47.29	47.10	46.96	45.79	42.15	+0.9	+12.9	
Hours per production worker.....	average per week	....	40.4	40.4	40.6	40.9	40.2	40.7	0	-0.7	
<b>Twenty-five manufacturing industries</b>											
Earnings, hourly.....	average in dollars	1.305	1.285	1.279	1.268	1.247	1.243	1.165	+1.6	+12.0	
weekly.....	average in dollars	52.76	r 52.10	52.10	51.62	50.23	50.14	46.92	+1.3	+12.4	
Hours per production worker.....	average per week	40.4	40.6	40.8	40.8	40.4	40.4	40.4	-0.5	0	
Employment.....	1923=100	128.7	r 128.8	128.8	127.1	126.1	125.8	114.5	-0.1	+12.4	
Total man hours.....	1923=100	105.7	106.3	106.8	105.4	103.5	103.3	94.0	-0.6	+12.4	
Payrolls.....	1923=100	255.2	r 252.2	252.2	246.6	238.1	237.0	201.9	+1.2	+26.4	
Wage-rate increases.....	average per cent	7.2	7.0	10.6	8.6	7.9	7.3	13.9	....	....	
Production workers affected.....	per cent	6.8	1.5	3.4	4.1	1.8	2.7	11.1	....	....	
<b>Manufacture and distribution of gas</b>											
Earnings, hourly.....	average in dollars	....	....	....	1.205	....	b 1.126	1.086	+7.0	+11.0	
weekly.....	average in dollars	....	....	....	53.33	....	b 47.13	48.77	+13.2	+9.4	
Hours per wage earner.....	average per week	....	....	....	43.8	....	b 41.3	44.2	+6.1	-0.9	
<b>Generation and distribution of electricity</b>											
Earnings, hourly.....	average in dollars	....	....	....	1.315	....	b 1.277	1.203	+3.0	+9.3	
weekly.....	average in dollars	....	....	....	56.36	....	b 54.84	51.71	+2.8	+9.0	
Hours per wage earner.....	average per week	....	....	....	42.1	....	b 42.4	42.1	-0.7	0	
<b>Class I railroads<sup>2</sup></b>											
Earnings, hourly.....	average in dollars	....	....	1.199	1.188	1.186	1.181	.991	+0.9	+21.0	
weekly.....	average in dollars	....	....	60.04	58.87	56.77	57.37	49.81	+2.0	+20.5	
"Real" weekly earnings.....	1923=100	....	....	165.0	161.4	155.4	159.3	157.4	+2.2	+4.8	
Hours per wage earner.....	average per week	....	....	50.1	49.6	47.9	48.6	50.3	+1.0	-0.4	
<b>Agricultural wage rates per month<sup>3</sup> (BAE)</b>											
With board.....	average in dollars	96.20	....	....	94.80	....	....	87.80	+1.5	+9.6	
Without board.....	average in dollars	91.50	....	....	88.40	....	....	83.80	+3.5	+9.2	
Without board.....	average in dollars	107.00	....	....	106.00	....	....	97.40	+0.9	+9.9	
<b>New York City metro. area, seventeen manufacturing industries</b>											
Earnings, hourly.....	average in dollars	1.343	1.332	1.331	1.303	1.293	1.286	1.202	+0.8	+11.7	
weekly.....	average in dollars	55.20	55.14	54.84	53.81	53.92	52.73	48.92	+0.1	+12.8	
Hours per production worker.....	average per week	41.1	41.4	41.2	41.3	41.7	41.0	40.7	-0.7	+1.0	

<sup>1</sup>Changes in Consumers' Price Index and Agricultural Wage Rates are quarterly.  
<sup>2</sup>Derived from Interstate Commerce Commission reports.

aOctober, 1946

<sup>3</sup>As of first day of month.  
bJune, 1946.

<sup>4</sup>Preliminary  
rRevised



## Clerical Salaries Paid in April, 1947

THE following summaries represent the tabulated results of the eleventh in a series of surveys of clerical salaries conducted by the National Industrial Conference Board. The information was collected during April, 1947, and pertains to the salaries which were paid in that month by 460 companies to 42,832 employees.

To the query as to whether any clerical employees were working under an incentive system of wage payment, 29 of the 460 companies answered "yes," 400 answered "no" and 31 failed to give an answer. There were one or more companies with incentive systems in

every city except Buffalo, Houston, Los Angeles and St. Louis; only in Buffalo, however, did all companies answer the question.

### DATA PRESENTATION

The summaries contain the following data:

1. The range, or the low and high rates paid in each city;
2. The mode, or the rate occurring most frequently;
3. The low and high rates of the middle 50% of the employees (or the lower quartile and upper quartile);

(Text continued on page 160)

TABLE 1: DISTRIBUTION OF COOPERATING COMPANIES BY TYPE OF INDUSTRY

CITIES	Aircraft, Parts and Accessories	Automotive Vehicles Parts and Accessories	Banks and Trust Companies	Building Materials and Supplies	Chemicals, Drugs and Dyes	Coal and Coke	Communications and Broadcasting	Electrical Equipment Appliances and Supplies	Food, Beverages and Dairy Products	Instruments and Scientific Apparatus	Insurance	Leather and Leather Products	Machinery, Accessories and Supplies	Metals and Metal Products	Organizations	Paper, Pulp and Paper Products	Petroleum and Petroleum Products	Printing and Publishing	Public Utilities	Research and Statistical	Soap and Toilet Preparations	Textile and Textile Products	Transportation	Wholesale and Retail Establishments	Unclassified Industrial	Unclassified Non-Industrial	TOTAL
Atlanta				1				1	2				2	2			2						1	2	1		14
Baltimore	2								2		1		4	3				1	1			1		1	2		16
Boston			2	1	1			2				1	4	1			3		2		1	2	2	2	2		26
Buffalo	1	1		1					1	1			3					1	1				1	1	3		15
Chicago			4	2	1			2	4		1		5	5		1	1		2	1			3	3	3		38
Cincinnati		1		1	3			1			2		3	2				1			2		2		1		19
Cleveland	2	1	1	1	1		1	1					4	2									1	1	1		17
Detroit		6	1	1	3		1	2	1		2		3	3					2				1	1	1		28
Houston			1								1		3	3			4		1					1	1	1	16
Los Angeles	3		1	2			1	2	2		2		3	2		1	3		2		1		5		1		31
Louisville									2				1				2							1	2		8
Milwaukee			1	1				3	1	1	2	1	2	1					1			1			1		16
Minneapolis-St. Paul			2	1	1				4		3		1	1		1			1				4	1	2		22
Newark	1						1	2	1	1	3	1	4	1			1							1	2		19
New York	1	1	7	2	4		4	1	9	3	3		3	3	1	1	6	3	4			5	4	5	6		76
Philadelphia			2	1	2	1	1	1		1	2		3	3			3		1				1	3	2		27
Pittsburgh				1	2	1		1	1				1			1	1		3					1	3		16
St. Louis	1	1	3	1	1						2	1	3	3					2				1		1		20
San Francisco			3	1					4		1		1	4		2	2		2				1	1	1		23
Seattle				2	1				1				1	1	1	1	1						1		1		11
TOTAL	11	11	28	20	20	2	9	19	35	7	25	4	54	40	2	8	29	6	25	1	4	9	28	25	37	1	460



TABLE 2: CLERICAL SALARY RATES, APRIL, 1947<sup>1</sup>

Cities	All Reports		Middle 50% of Reports			All Reports		Middle 50% of Reports			All Reports		Middle 50% of Reports		
	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High
Office Boy (or Girl)						File Clerk					Receptionist				
Atlanta.....	\$22-33	\$29	\$28	\$29	\$29	\$20-58	\$45	\$30	\$44	\$45	\$33-55	\$40	..	..	..
Baltimore.....	18-34	24	24	24	26	18-45	38	30	34	38	31-44	..	\$32	\$36	\$43
Boston.....	22-40	28	26	28	33	24-55	46	29	34	45	28-52	..	..	..	..
Buffalo.....	16-40	28	23	25	28	23-44	28.44	26	30	40	30-43	40	..	..	..
Chicago.....	22-42	30	28	30	32	25-56	33	30	32	36	28-45	35	34	35	38
Cincinnati.....	17-36	23	23	24	28	22-43	22	23	25	29	25-40	30	..	..	..
Cleveland.....	21-44	33	29	32	33	24-68	32.33	31	33	41	36-63	36	..	..	..
Detroit.....	22-38	32	29	31	33	23-49	32	30	32	35	28-51	46	34	40	46
Houston.....	19-38	21	21	23	28	23-57	25	25	29	31	30-49	45	39	43	45
Los Angeles.....	25-43	40	31	36	40	29-59	40	34	38	40	30-60	46	43	46	49
Louisville.....	20-40	25	20	24	25	23-41	..	25	26.50	32	28-38	..	..	..	..
Milwaukee.....	21-32	22	22	23	25	21-53	21	23	25	28	24-42	..	..	..	..
Minneapolis-St. Paul.....	18-41	34	24	28	34	21-63	25	25	29	33	27-56	32.38	32	37	40
Newark.....	18-35	28	26	28	28	21-51	36	29	32	35	25-43	36	28	33	36
New York.....	19-44	28	27	28	30	20-64	28	30	34	40	28-62	35	34	37.50	43
Philadelphia.....	20-31	23	23	24	28	23-50	23	24	25	31	23-41	27.37	27	31	37
Pittsburgh.....	20-33	24.29	24	27	29	20-53	20	20	27	33	27-44	27	30	38	43
St. Louis.....	20-33	21	21	23	28	21-44	43	24	27	31	27-44	..	..	..	..
San Francisco.....	30-44	31	31	32	35	30-56	44	36	40	44	33-64	38	38	38	42
Seattle.....	30-38	33	..	..	..	30-46	46	38	45.50	46	.....	..	..	..	..
TOTAL.....	16-44	28	26	28	31	18-68	30	29	32	38	23-64	40	34	38	43

Cities	Billing Machine Operator					Bookkeeping Machine Operator					Calculating Machine or Comptometer Operator				
	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High
Atlanta.....	\$30-41	\$35	\$32	\$33.50	\$35	\$26-50	\$30	\$28	\$30	\$35	\$26-50	\$37	\$34	\$37	\$43
Baltimore.....	28-47	30	31	35	39	30-43	35.38	33	36.50	39	28-47	32	32	35	40
Boston.....	28-54	31.33	31	35	40	25-56	40	31	35	40	24-58	28	30	35	40
Buffalo.....	28-48	32	31	35	44	25-58	30	30	30	37	25-45	45	30	32.50	40
Chicago.....	28-51	37	35	37.50	42	27-54	35	34	37	40	26-62	34	34	37	43
Cincinnati.....	24-45	27	27	30	34	24-60	30	30	33	36	22-48	23	29	33	36
Cleveland.....	24-76	38	35	37	40	24-62	..	35	38	42	26-63	35	33	36	40
Detroit.....	32-57	36	36	38.50	42	25-66	30	32	38	43	28-50	40.46	36	40	45
Houston.....	27-57	30	30	33	38	35-55	42.44	41	44	46	28-55	33	33	38	44
Los Angeles.....	31-55	37	37	43	49	29-57	31	29	31	33	32-56	44	43	45	49
Louisville.....	31-40	..	..	..	..	25-36	30	29	30	33	28-50	35	30	33	35
Milwaukee.....	24-37	28.29	28	31	34	24-58	26	27	33	38	24-65	33	30	33	37
Minneapolis-St. Paul.....	28-55	30	30	32	50	25-55	47	31	35	42	25-49	..	32	35	40
Newark.....	28-50	30	30	33	36	28-50	36	35	38	42	25-55	36	34	36	41
New York.....	26-58	50	37	40	47	25-73	39	35	39	43	26-61	48	37	41	45
Philadelphia.....	23-57	31	31	32	35	23-60	38	29	32	38	24-47	34	30	34	37
Pittsburgh.....	27-44	42	36	42	42	24-57	37	31	36.50	37	24-47	35	32	35	38
St. Louis.....	28-52	38	32	36	38	23-47	32	31	33	36	22-50	47	28	33	37
San Francisco.....	35-64	44	42	44	49	35-59	44	40	43	45	35-60	44	42	45	51
Seattle.....	38-44	..	..	..	..	37-52	44	41	44	47	37-50	47	40	44	47
TOTAL.....	23-76	30	32	37	43	23-73	31	32	36	41	22-65	35	33	38	44

Cities	Junior Copy Typist					Senior Copy Typist					Stenographer				
	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High
Atlanta.....	\$22-42	\$30	\$29	\$30	\$31	\$31-53	\$32.44	\$32	\$36.50	\$44	\$28-53	\$40	\$33	\$36	\$40
Baltimore.....	21-36	25	24	25	29	26-48	38	32	35	38	23-52	42	35	38	42
Boston.....	22-38	29	29	30	32	28-49	..	32	36	41	25-63	37	35	39	45
Buffalo.....	25-40	31.32	29	30	32	27-45	33.42	31	33.50	38	24-45	42	31	34	40
Chicago.....	26-46	31	31	32	34	27-56	35	35	37	40	28-64	40	36	40	45
Cincinnati.....	22-36	24	24	26	28	22-45	33	30	33	34	23-54	33	29	33	36
Cleveland.....	25-48	31	31	32	34	28-54	36.37	31	35	37	28-62	36	35	39	46
Detroit.....	23-41	30	30	32	35	28-48	35	35	37	40	28-52	40	36	40	45
Houston.....	25-43	30	30	33	36	32-55	35	35	40	46	30-61	41	37	41	46
Los Angeles.....	29-49	40	34	40	42	30-52	48	40	48	48	32-58	46	43	46	51
Louisville.....	24-27	27	25	27	27	27-33	30	..	..	..	25-45	42	32	35.50	39
Milwaukee.....	21-36	28	25	28	30	24-38	29	29	32	34	24-59	29	29	33	38
Minneapolis-St. Paul.....	23-45	28	27	28	30	23-50	32	30	32	34	24-61	32	33	39	48
Newark.....	23-35	32	28	29	32	26-56	36	32	36	37	25-71	39	33	38	41
New York.....	25-53	31	31	32	35	28-60	35	35	39	46	26-72	40	36	40	45
Philadelphia.....	23-41	30	26	30	32	25-50	28	28	33	38	23-52	31	30	35	40
Pittsburgh.....	17-38	27	24	27	31	26-57	35	32	35	39	23-61	36	31	35	41
St. Louis.....	21-47	27	27	28	31	26-45	33	30	33	35	23-49	35	31	34	37
San Francisco.....	30-54	38	36	38	40	32-60	42	40	42	44	33-65	44	42	45	50
Seattle.....	..	..	..	..	..	36-46	38	38	38.50	40	33-52	46	41	43	46
TOTAL.....	17-54	31	30	31	34	22-60	36	33	37	42	26-72	35	35	40	45

<sup>1</sup>See *The Management Record* for July, 1946, for summaries April, 1943-April, 1946. Job descriptions are also published in that issue as well as in the issue of January, 1947



TABLE 2: CLERICAL SALARY RATES, APRIL, 1947—Continued

Cities	All Reports		Middle 50% of Reports			All Reports		Middle 50% of Reports			All Reports		Middle 50% of Reports		
	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High	Range	Mode	Low	Median	High
	Key Punch Operator					Junior Dictating Machine Transcriber					Senior Dictating Machine Transcriber				
Atlanta.....	\$27-50	\$33.37	\$32	\$33	\$37	\$30-39	\$30	..	..	..	\$32-53	\$45	\$34	\$36	\$45
Baltimore.....	21-46	30	29	32	38	20-42	21	..	..	..	26-31	31	..	..	..
Boston.....	27-48	40	33	36	40	28-38	33	\$30	\$33	\$33	30-52	42	37	40	42
Buffalo.....	25-40	40	28	32.50	40	28-31	30	..	..	..	29-40	..	31	33	35
Chicago.....	27-50	35	33	36	39	28-43	32	32	35.50	39	24-53	35	35	40	44
Cincinnati.....	22-42	34	26	32	34	23-38	25	24	25	31	25-45	33	32	34	36
Cleveland.....	24-50	32	32	38	42	28-49	49	32	35.50	44	33-51	41	40	42	45
Detroit.....	25-52	..	37	40	44	29-35	29.32	30	32	34	31-54	43	39	43	47
Houston.....	30-51	33	33	36.50	41	30-51	34	..	..	..	38-46	44	..	..	..
Los Angeles.....	33-54	48	40	43	48	31-39	31	..	..	..	36-54	44	40	43	44
Louisville.....	28-33	28	28	30	33	..	..	..	..	..	30-40	..	..	..	..
Milwaukee.....	22-38	29	28	29.50	32	25-35	25.29	..	..	..	30-47	37	33	36	40
Minneapolis-St. Paul.....	23-47	30	30	32	36	24-44	28	28	29.50	33	27-49	33	32	33	35
Newark.....	25-50	29	29	33	36	25-36	36	..	..	..	28-42	32	29	32	38
New York.....	28-52	31	31	36	41	28-46	32	31	33	35	32-70	40	38	40	46
Philadelphia.....	25-53	37	30	33	37	25-40	27	27	28.50	33	28-49	31	31	33	40
Pittsburgh.....	24-53	32	30	32	36	24-37	29	28	29	31	27-46	35	32	35	36
St. Louis.....	22-42	37	28	32	37	20-40	31	..	..	..	27-44	32	32	35	36
San Francisco.....	35-54	41.44	40	43	48	37-44	43	..	..	..	38-53	44	44	44	46
Seattle.....	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
TOTAL.....	21-54	30	31	36	41	20-51	32	29	32	35	24-70	40	35	38	44

Cities	All Reports		Middle 50% of Reports		
	Range	Mode	Low	Median	High
	Telephone Switchboard Operator				
Atlanta.....	\$30-52	\$30	\$30	\$33	\$35
Baltimore.....	24-44	35	34	35	38
Boston.....	28-53	40	35	40	40
Buffalo.....	28-48	37	35	37	40
Chicago.....	27-47	37	34	37	40
Cincinnati.....	25-47	33	30	33	35
Cleveland.....	32-50	43	35	40	43
Detroit.....	29-56	34	34	38	43
Houston.....	28-46	42	35	39	42
Los Angeles.....	31-53	46	41	45	48
Louisville.....	28-41	35	30	31	35
Milwaukee.....	24-65	36	30	33.50	37
Minneapolis-St. Paul.....	23-52	42	32	35	41
Newark.....	23-49	39	35	39	41
New York.....	25-60	50	37	42	48
Philadelphia.....	24-52	43	28	33	40
Pittsburgh.....	27-52	42	36	39.50	42
St. Louis.....	23-43	37	33	36	37
San Francisco.....	32-60	42	40	42	47
Seattle.....	31-48	..	..	..	..
TOTAL.....	23-65	42	35	39	44

(Text continued from page 158)

4. The median, or the salary rate of the middle employee in the series.

As in previous surveys, cooperating executives were urged to follow closely the instructions provided with each set of forms. These instructions were carefully prepared to furnish a study of clerical salaries that will be clear cut and helpful in specific cases, and not lend itself to misapplication.

Before analyzing the data in this report, the following points should be thoroughly understood:

1. The survey includes only regularly employed, full-time employees.

2. Only those employees whose jobs are exactly described by each job description are included. The instructions to participating companies stress the point that they should "exclude all employees whose jobs differ in any way from the job descriptions used in this survey." In every case in which a reported rate appears to be out of line, THE CONFERENCE BOARD rechecks and verifies the figures with a responsible executive of the company involved.

3. The salary rates do not include overtime, but they do include incentives and cost-of-living and production bonuses earned during regular working hours. Salary rates for employees working fewer than forty hours a week have not been converted to forty-hour rates.

4. Weekly salary rates are provided in even dollar amounts. Thus, a weekly salary of \$24.44 is reported as \$24, but \$24.50 or \$24.68 is reported as \$25.

5. Each company furnished the number of employees at each rate in each job classification.

The Board is eager to welcome additional companies as cooperators in any of the cities covered by this survey.

The next survey will be conducted in October, 1947.

ROBERT A. SAYRE  
Statistical Division



## Briefs on Personnel Practices

### Responsibility for Good Citizenship

The Caterpillar Tractor Company's *News and Views* recently carried an article entitled "Do I Just Live Here?" It is aimed at having each employee take a personal inventory of how good a citizen he is.

The article features a set of questions for the employee to ask himself about church, parent-teacher association, local government, fraternal groups, charities, recreational activities, political party, cultural groups, and young people's work: "Do I Belong?" "Do I Take an Active Interest?" "Do I Give Financial Support?" and "Do I Accept Responsibility?"

### They Both Go to School

At the Akron plant of the Goodyear Tire and Rubber Company a training program was devoted to study of the new union contract. Foremen and district union representatives completed the study prior to the effective date of the contract, June 1. The basic object of the sessions was to achieve an understanding of the contract that would insure speedy settlement of grievances from the early stages. Discussions were led by the factory personnel manager and the union's local president. They took turns in reading the contract, interpreting its provisions, and answering questions of application. W. W. M.

### Educating Railroad Men

To improve equipment maintenance and help employees acquire skills and proficiencies, the New York, New Haven and Hartford Railroad Company has inaugurated an after-hours technical training program for its mechanical personnel.

Eight different maintenance subjects are taught in eighteen classes, meeting in Boston, Springfield, New Haven and New York under the supervision of the appropriate city and state educational authorities. Free to all railroad employees, the classes meet for two-hour periods, each group convening twice a week on completion of the day's work. Wherever possible, classes are conducted on railroad property, although in some cases Railroad YMCA meeting rooms and the facilities of local public school systems are utilized. On satisfactory completion of a course, employees are permitted to retain the textbooks and other publications used as training aids during the classes.

Courses now taught include: air conditioning; diesel electric locomotive maintenance (electrical); diesel electric locomotive maintenance (mechanical); electric welding and related work; electric equipment and maintenance, passenger cars; electric and diesel electric locomotive maintenance (electrical); layout work for boilermakers and sheet metal workers and signal maintenance.

### Course in Public Speaking

One hundred Philadelphia Electric Company employees recently wound up a company-sponsored voluntary course in public speaking with an evening meeting in which leading members of the classes competed for top speaking honors. Employees participating in the course devoted two nights a month for six months learning the techniques of effective public speaking. L. L.

$$35+5=42\frac{1}{2}$$

Unable to maintain production at a level rate, due to chronic absenteeism, Guardian Electric Manufacturing Company, Chicago, invented a new wage plan: " $35+5=42\frac{1}{2}$ ."

Under this plan, Guardian will pay time and one half for all hours worked over 35 hours (previously it was time and one half for all hours worked over 40 hours). If an employee works 40 hours, which is a normal work week, 5 hours of that time will be paid for at time and one half, making a total of  $42\frac{1}{2}$  hours pay. In other words, an employee will receive  $7\frac{1}{2}$  hours' pay for the last 5 hours of the week.

The scheme is said to have reduced absenteeism 30% and increased production 8%. R. A. H.

### Store Clerks Learn Arithmetic

Now in its eleventh year of operation, the Annual Opportunity School of Ed. Schuster & Company, Inc., Milwaukee department store, offers employees five courses in its current voluntary evening class program. More than five hundred employees have enrolled in the classes, which are conducted by major executives every Tuesday evening from 6:30 to 7:30 p.m. for a period of six weeks.

Courses offered include a survey of retailing led in various discussion meetings by the firm's comptroller, operative manager, publicity director, advertising



manager, display director, director of special promotions and the buyer of sportswear; salesmanship, led by several of the divisional merchandise managers; merchandise mathematics I, which places emphasis on practical problems of arithmetic as applied to merchandising; merchandise mathematics II, covering the application of mathematics to advanced merchandising problems; and music appreciation, conducted by the buyer of the record department. L. L.

### Study Time Studies

A course in time-study methods for supervisors has been found so successful in one department of Thompson Products that plans are being made to give the training to all supervisory employees. The course consists of nine sessions of about one hour each. Instruction covers all phases of time study and establishment of labor standards. W. W. M.

### The Union Sets the Rate

Under a cooperative plan devised by employees and management of the Apex Electrical Manufacturing Company, Cleveland, Ohio, an incentive system was established whereby all time studies are made by union men. When a time study is accepted it is shown to the machine operator involved. He must sign it, showing his acceptance, before it becomes a valid basis for negotiating a standard. According to reports from Apex, the results have proved most gratifying to both management and labor. R. A. H.

### Keeping Up Appearances

Although formalized training has been used to increase the skill and efficiency of employees in many occupations, it rarely reaches employees in building maintenance work. At Southern California Edison Company, night custodians are going to school once a week for ten months to learn every phase of building maintenance. Kinds of equipment and preparations for cleaning various types of floors, methods of washing walls, polishing, cleaning rugs, and accident prevention are some of the subjects included in this very practical training course.

### Supervisors To Learn Ways of Business

The Kimberley-Clark Lakeview Supervisors' Club has been conducting a broad educational program for supervisors in business administration. With staff assistance, six lecture and discussion courses were organized. Enrolment in courses was optional. With each course meeting every other week on Tuesdays or Wednesdays, as many as four of the courses could be

taken. The following courses were included in the program: fundamental economics and labor productivity, technical studies of pulp and paper processes, growth of labor relations, business organization, general economics of the paper industry, and qualities of a foreman desired by industry. W. W. M.

### Secretaries Visit Home Offices

The secretaries to the managers of thirteen of Armstrong Cork's plants and its Toronto office recently spent two days at the home offices in Lancaster, Pennsylvania, where, in informational classes and plant tours, they were familiarized with the work of the different divisions and departments of the company. L. L.

### Fire Rules for Travelers

The April issue of *Hooker Gas*, a publication for employees of the Hooker Electrochemical Company, lists five important points for employees and their families to remember in case fires break out in their vacation hotels. Each step is explained briefly and illustrated so that travelers will know exactly how to proceed if fire emergencies occur.

### Something in Your Eye?

Minute particles of dust which find their way into employees' eyes haven't a chance of escaping detection since the Scovill Manufacturing Company's hospital acquired its new specially lighted magnifying glass. The glass makes the tiniest dust particles appear so large that finding them is an easy job. E. M. S.

### Factory Tours for Children

Tours through the factory of the General Tire & Rubber Company of Akron, Ohio, have been inaugurated for the children of employees. Veteran trainees act as guides for the children, who must be at least eleven years old. The purpose of these tours is to let the children see how and where tires are made and enable them to have a better understanding of their parents' work. G. B. S.

### Supervisors To Get Prizes

Supervisors at the Beech Aircraft Corporation are eligible to draw for prizes if their departments meet certain standards. Departments are judged on the following points: housekeeping, methods of work, wearing apparel, and safety instruction.

The possible score for all these points is 100. Supervisors scoring 75 or more points may compete for the prizes offered by the company. R. A. H.



# Railroad Payroll Statistics

Wage earners on Class I railroads received increases of 18½ cents an hour during the first half of 1946. This brought average hourly and weekly earnings for the year to all-time highs. Their average hours per week, however, were lower than during the years from 1942 through 1945. In February, 1947, the average hourly earnings of all the workers combined were \$1.199, the highest recorded in this series. Weekly earnings for those employed as of the middle of the

month averaged \$60.04, also a new peak. Real weekly earnings have not kept pace with actual earnings, and the peak which they reached in June, 1946, has not been surpassed since then. The hourly earnings of all the individual groups of workers reached new peaks during the eight months shown in the accompanying tables, but not all in the same month. In the train and engine service, the highest hourly earnings were, in most cases, recorded in the last months of 1946. E.P.A.

## EMPLOYMENT, EARNINGS AND HOURS, CLASS I RAILROADS, JULY, 1946-FEBRUARY, 1947

Source: Interstate Commerce Commission; Computed by THE CONFERENCE BOARD

Date	Number of Wage Earners		Average Hourly Earnings			Wage Earners Employed as of Middle of Month				All Wage Earners Receiving Pay During Month	
	Middle of Month	Receiving Pay During Month	Actual	Indexes, 1923=100		Average Weekly Earnings			Average Actual Hours per Week per Wage Earner	Average Weekly Earnings	Average Actual Hours per Week per Wage Earner
				Actual	Real	Actual	Indexes, 1923=100				
				Actual	Real	Actual	Actual	Real			
ALL WAGE EARNERS											
1946 July.....	1,017,935	1,157,472	\$1.177	200.9	175.5	\$59.29	199.9	174.6	50.4	\$52.15	44.3
August.....	1,038,147	1,171,359	1.174	200.3	171.2	59.71	201.3	172.1	50.8	52.92	45.1
September.....	1,031,932	1,163,597	1.189	202.9	177.1	58.11	195.9	170.9	48.9	51.53	43.3
October.....	1,044,866	1,171,037	1.175	200.5	167.1	59.42	200.3	166.9	50.6	53.02	45.1
November.....	1,050,635	1,166,753	1.181	201.5	166.0	57.37	193.4	159.3	48.6	51.66	43.7
December.....	1,022,720	1,144,978	1.186	202.4	164.3	56.77	191.4	155.4	47.9	50.71	42.7
Annual Average.....	1,026,438	1,160,931	1.118	190.8	169.0	55.32	186.5	165.2	49.5	48.92	43.7
1947 January.....	1,005,304	1,118,567	1.188	202.7	164.8	58.87	198.5	161.4	49.6	52.91	44.5
February.....	998,340	1,109,659	1.199	204.6	166.7	60.04	202.4	165.0	50.1	54.01	45.0
ALL TRAIN AND ENGINE SERVICE											
1946 July.....	286,108	315,101	\$1.572	188.7	164.8	\$78.10	178.4	155.8	49.7	\$70.91	45.1
August.....	292,347	320,838	1.567	188.1	160.8	78.88	180.2	154.0	50.3	71.87	45.9
September.....	293,153	320,834	1.574	189.0	164.9	75.68	172.9	150.9	48.1	69.15	43.9
October.....	294,604	321,974	1.569	188.4	157.0	77.68	177.4	147.8	49.5	71.07	45.3
November.....	296,461	321,520	1.567	188.1	154.9	74.42	170.0	140.0	47.5	68.62	43.8
December.....	288,840	315,196	1.569	188.4	152.9	73.70	168.3	136.6	47.0	67.54	43.0
Annual Average.....	287,400	315,408	1.491	179.0	158.5	71.57	163.5	144.8	48.0	65.22	43.7
1947 January.....	289,228	315,640	1.563	187.6	152.5	76.77	175.4	142.6	49.1	70.35	45.0
February.....	287,660	312,843	1.560	187.3	152.6	78.55	179.4	146.2	50.4	72.23	46.3
SKILLED AND SEMI-SKILLED SHOP LABOR											
1946 July.....	184,039	195,597	\$1.270	178.1	155.5	\$64.13	184.1	160.8	50.5	\$60.34	47.5
August.....	187,385	197,674	1.267	177.7	151.9	64.84	186.2	159.1	51.2	61.46	48.5
September.....	188,316	198,553	1.286	180.4	157.4	62.69	180.0	157.1	48.7	59.46	46.2
October.....	189,452	198,600	1.267	177.7	148.1	64.55	185.3	154.4	51.0	61.57	48.6
November.....	189,799	198,656	1.277	179.1	147.5	62.74	180.1	148.4	49.1	59.94	46.9
December.....	186,489	196,067	1.282	179.8	145.9	61.49	176.5	143.3	48.0	58.49	45.6
Annual Average.....	187,929	198,885	1.223	171.5	151.9	61.01	175.2	155.2	49.9	57.65	47.2
1947 January.....	188,031	196,509	1.277	179.1	145.6	63.63	182.7	148.5	49.8	60.88	47.7
February.....	186,429	195,453	1.289	180.8	147.4	64.19	184.3	150.2	49.8	61.23	47.5
UNSKILLED LABOR											
1946 July.....	241,160	297,796	\$ .838	228.3	199.4	\$40.85	223.0	194.8	48.7	\$33.08	39.5
August.....	248,370	301,022	.836	227.8	194.7	41.13	224.5	191.9	49.2	33.93	40.6
September.....	242,621	293,762	.846	230.5	201.1	39.75	217.0	189.4	47.0	32.83	38.8
October.....	246,406	296,268	.838	228.3	190.3	41.38	225.9	188.3	49.4	34.41	41.1
November.....	246,078	290,459	.842	229.4	189.0	39.15	213.7	176.0	46.5	33.17	39.4
December.....	231,135	276,812	.848	231.1	187.6	38.66	211.0	171.3	45.6	32.28	38.1
Annual Average.....	239,616	293,460	.790	215.3	190.7	37.93	207.0	183.3	48.1	30.99	39.2
1947 January.....	218,526	260,464	.849	231.3	188.0	40.82	222.8	181.1	48.1	34.24	40.3
February.....	216,878	259,379	.861	234.6	191.2	41.73	227.8	185.7	48.4	34.89	40.5

NOTE: This table brings up to date figures published in *The Conference Board Management Record* for November, 1946, p. 381-B.



## EMPLOYMENT, EARNINGS AND HOURS, CLASS I RAILROADS, JULY, 1946-FEBRUARY, 1947—Continued

Date	Number of Wage Earners		Average Hourly Earnings			Wage Earners Employed as of Middle of Month				All Wage Earners Receiving Pay During Month-	
	Middle of Month	Receiving Pay During Month	Actual	Indexes, 1923 = 100		Average Weekly Earnings			Average Actual Hours per Week per Wage Earner	Average Weekly Earnings	Average Actual Hours per Week per Wage Earner
				Actual	Real	Actual	Indexes, 1923 = 100				
						Actual		Real			
ROAD FREIGHT ENGINEERS											
1946 July.....	26,954	29,941	\$1.878	178.5	155.9	\$100.53	170.0	148.5	53.5	\$90.50	48.2
August.....	27,832	30,849	1.873	178.0	152.1	101.82	172.2	147.2	54.4	91.86	49.1
September.....	28,166	30,977	1.888	179.5	156.6	96.58	163.3	142.5	51.2	87.81	46.5
October.....	28,223	31,143	1.877	178.4	148.7	100.59	170.1	141.8	53.6	91.16	48.6
November.....	28,319	31,224	1.878	178.5	147.0	95.30	161.1	132.7	50.7	86.43	46.0
December.....	27,301	29,764	1.880	178.7	145.0	94.10	159.1	129.1	50.1	86.31	45.9
Annual Average.....	27,192	29,944	1.792	170.3	150.8	91.72	155.1	137.4	51.1	83.28	46.4
1947 January.....	27,354	29,963	1.870	177.8	144.6	99.47	168.2	136.7	53.2	90.81	48.6
February.....	27,469	29,769	1.866	177.4	144.6	101.36	171.4	139.7	54.3	93.53	50.1
ROAD PASSENGER ENGINEERS											
1946 July.....	10,087	11,016	\$2.610	200.2	174.8	\$109.25	187.1	163.4	41.9	\$100.04	38.3
August.....	10,015	10,935	2.617	200.7	171.5	108.89	186.5	159.4	41.6	99.73	38.1
September.....	10,031	10,844	2.656	203.7	177.7	104.52	179.0	156.2	39.4	96.68	36.4
October.....	9,836	10,642	2.678	205.4	171.2	105.00	179.8	149.8	39.2	97.04	36.2
November.....	9,874	10,630	2.685	205.9	169.6	100.34	171.8	141.5	37.4	93.20	34.7
December.....	9,744	10,543	2.635	202.1	164.0	103.57	177.4	144.0	39.3	95.72	36.3
Annual Average.....	10,119	10,946	2.497	191.5	169.6	99.45	170.3	150.8	39.9	91.93	36.8
1947 January.....	9,786	10,630	2.665	204.4	166.2	103.21	176.8	143.7	38.7	95.01	35.7
February.....	9,575	10,371	2.649	203.1	165.5	103.60	177.4	144.6	39.1	95.65	36.1
YARD ENGINEERS											
1946 July.....	19,083	20,565	\$1.478	168.0	146.7	\$79.78	172.5	150.7	54.0	\$74.03	50.1
August.....	19,680	21,164	1.477	167.8	143.4	80.38	173.8	148.5	54.4	74.74	50.6
September.....	19,626	20,950	1.473	167.4	146.1	77.34	167.2	145.9	52.5	72.45	49.2
October.....	19,745	20,922	1.478	168.0	140.0	79.44	171.7	143.1	53.8	74.98	50.7
November.....	20,022	21,102	1.478	168.0	138.4	77.54	167.6	138.1	52.5	73.57	49.8
December.....	19,320	20,502	1.471	167.2	135.7	76.73	165.9	134.7	52.2	72.30	49.2
Annual Average.....	19,168	20,470	1.399	159.0	140.8	73.21	158.3	140.2	52.3	68.56	48.9
1947 January.....	19,574	20,765	1.477	167.8	136.4	79.09	171.0	139.0	53.5	74.55	50.5
February.....	19,582	20,846	1.483	168.5	137.3	81.33	175.8	143.3	54.8	76.40	51.5
ROAD FREIGHT CONDUCTORS											
1946 July.....	20,336	22,552	\$1.636	186.8	163.1	\$93.86	173.6	156.0	57.4	\$84.63	51.7
August.....	21,002	23,282	1.631	186.2	159.1	94.61	180.0	153.8	58.0	85.34	52.3
September.....	21,090	23,285	1.647	188.0	164.0	90.39	172.0	150.1	54.9	81.87	49.7
October.....	21,153	23,367	1.635	186.6	155.5	94.03	178.9	149.1	57.5	85.12	52.1
November.....	21,313	23,313	1.637	186.9	154.0	88.36	168.1	138.5	54.0	80.78	49.3
December.....	20,488	22,416	1.641	187.3	152.0	87.07	165.7	134.5	53.1	79.58	48.5
Annual Average.....	20,457	22,507	1.570	179.2	158.7	85.84	163.3	144.6	54.7	77.98	49.7
1947 January.....	20,625	22,402	1.628	185.8	151.1	91.93	174.9	142.2	56.5	84.64	52.0
February.....	20,691	22,509	1.625	185.5	151.2	93.47	177.8	144.9	57.5	85.92	52.9
ROAD PASSENGER CONDUCTORS											
1946 July.....	8,276	8,996	\$2.135	192.5	168.1	\$96.31	178.9	156.2	45.1	\$88.60	41.5
August.....	8,200	8,928	2.145	193.4	165.3	96.70	179.6	153.5	45.1	88.82	41.4
September.....	8,120	8,898	2.179	196.5	171.5	94.63	175.8	153.4	43.4	86.36	39.6
October.....	8,022	8,661	2.174	196.0	163.3	92.65	172.1	143.4	42.6	85.82	39.5
November.....	7,897	8,480	2.184	196.9	162.2	90.03	167.2	137.7	41.2	83.84	38.4
December.....	7,858	8,510	2.163	195.0	158.3	92.68	172.1	139.7	42.8	85.58	39.6
Annual Average.....	8,220	8,913	2.059	185.7	164.5	90.91	168.9	149.6	44.2	83.83	40.8
1947 January.....	7,924	8,490	2.160	194.8	158.4	91.29	169.6	137.9	42.3	85.20	39.4
February.....	7,756	8,296	2.179	196.5	160.1	91.80	170.5	139.0	42.1	85.82	39.4
YARD CONDUCTORS											
1946 July.....	20,062	21,873	\$1.412	168.7	147.3	\$79.24	180.0	157.2	56.1	\$72.68	51.5
August.....	20,718	22,339	1.414	168.9	144.4	79.30	180.2	154.0	56.1	73.55	52.0
September.....	20,470	22,128	1.412	168.7	147.2	77.63	176.4	153.9	55.0	71.81	50.9
October.....	20,797	22,311	1.419	169.5	141.3	78.94	179.4	149.5	55.6	73.59	51.9
November.....	21,082	22,508	1.417	169.3	139.5	76.84	174.6	143.8	54.2	71.97	50.8
December.....	20,192	21,645	1.415	169.1	137.3	76.89	174.7	141.8	54.3	71.73	50.7
Annual Average.....	20,037	21,614	1.340	160.1	141.8	73.15	166.2	147.2	54.6	67.81	50.6
1947 January.....	20,767	22,206	1.419	169.5	137.8	78.63	178.7	145.3	55.4	73.53	51.8
February.....	20,575	22,165	1.423	170.0	138.5	81.58	185.4	151.1	57.3	75.73	53.2



## EMPLOYMENT, EARNINGS AND HOURS, CLASS I RAILROADS, JULY, 1946-FEBRUARY, 1947—Continued

Date	Number of Wage Earners		Average Hourly Earnings			Wage Earners Employed as of Middle of Month				All Wage Earners Receiving Pay During Month	
	Middle of Month	Receiving Pay During Month	Actual	Indexes, 1923 = 100		Average Weekly Earnings			Average Actual Hours per Week per Wage Earner	Average Weekly Earnings	Average Actual Hours per Week per Wage Earner
				Actual	Real	Actual	Indexes, 1923 = 100				
						Actual	Actual	Real			
ROAD FREIGHT FIREMEN											
1946 July.....	29,763	33,546	\$1.560	200.0	174.7	\$74.12	180.2	157.4	47.5	\$65.76	42.2
August.....	30,560	34,170	1.556	199.5	170.5	75.63	183.8	157.1	48.6	67.64	43.5
September.....	30,977	34,381	1.564	200.5	175.0	71.42	173.6	151.5	45.7	64.35	41.1
October.....	31,114	34,789	1.559	199.9	166.6	74.51	181.1	150.9	47.8	66.64	42.7
November.....	31,341	34,698	1.562	200.3	165.0	70.25	170.8	140.7	45.0	63.45	40.6
December.....	30,275	34,038	1.558	199.7	162.1	69.45	168.8	137.0	44.6	61.77	39.6
Annual Average.....	30,099	33,791	1.495	191.7	169.8	68.16	165.7	146.8	45.6	60.71	40.7
1947 January.....	30,266	33,996	1.551	198.8	161.6	73.72	179.2	145.7	47.5	65.63	42.3
February.....	30,211	33,526	1.552	199.0	162.2	75.86	184.4	150.3	48.9	68.36	44.1
ROAD PASSENGER FIREMEN											
1946 July.....	9,236	10,381	\$2.291	230.5	201.3	\$91.50	211.6	184.8	39.9	\$81.40	35.5
August.....	9,232	10,378	2.292	230.6	197.1	90.97	210.4	179.8	39.7	80.92	35.3
September.....	9,251	10,311	2.330	234.4	204.5	87.20	201.7	176.0	37.4	78.24	33.6
October.....	9,118	10,120	2.342	235.6	196.3	87.32	201.9	168.3	37.3	78.67	33.6
November.....	9,045	10,004	2.354	236.8	195.1	84.26	194.9	160.5	35.8	76.19	32.4
December.....	8,882	9,970	2.315	232.9	189.0	87.69	202.8	164.6	37.9	78.12	33.7
Annual Average.....	9,337	10,497	2.205	221.8	196.5	84.16	194.6	172.4	38.2	74.87	34.0
1947 January.....	8,981	10,001	2.341	235.5	191.5	86.70	200.5	163.0	37.0	77.86	33.3
February.....	8,761	9,712	2.316	233.0	189.9	86.99	201.2	164.0	37.6	78.48	33.9
YARD FIREMEN											
1946 July.....	20,557	22,953	\$1.251	184.8	161.4	\$61.13	177.2	154.8	48.9	\$54.75	43.8
August.....	21,364	23,513	1.252	184.9	158.0	61.04	176.9	151.2	48.7	55.47	44.3
September.....	21,338	23,533	1.247	184.2	160.7	58.89	170.7	149.0	47.2	53.40	42.8
October.....	21,574	23,665	1.257	185.7	154.8	60.31	174.8	145.7	48.0	54.98	43.7
November.....	21,947	23,746	1.250	184.6	152.1	58.79	170.4	140.4	47.0	54.33	43.5
December.....	21,334	23,681	1.249	184.5	149.8	57.63	167.0	135.6	46.1	51.92	41.6
Annual Average.....	20,893	23,253	1.194	176.4	156.2	56.25	163.0	144.4	47.1	50.56	42.4
1947 January.....	21,313	23,452	1.251	184.8	150.2	60.36	175.0	142.3	48.2	54.85	43.8
February.....	21,253	23,175	1.255	185.4	151.1	62.52	181.2	147.7	49.8	57.34	45.7
ROAD FREIGHT BRAKEMEN											
1946 July.....	50,277	55,696	\$1.417	207.2	181.0	\$71.58	184.2	160.9	50.5	\$64.62	45.6
August.....	51,430	56,753	1.415	206.9	176.8	72.90	187.6	160.3	51.5	66.07	46.7
September.....	51,707	56,950	1.423	208.0	181.5	69.96	180.0	157.1	49.2	63.52	44.6
October.....	52,342	57,352	1.414	206.7	172.3	72.87	187.5	156.3	51.5	66.50	47.0
November.....	52,655	57,624	1.414	206.7	170.3	68.78	177.0	145.8	48.6	62.85	44.4
December.....	51,101	56,207	1.415	206.9	167.9	66.84	172.0	139.6	47.2	60.77	42.9
Annual Average.....	50,543	55,789	1.328	194.2	172.0	64.78	166.7	147.7	48.7	58.70	44.1
1947 January.....	51,118	56,177	1.408	205.8	167.3	70.82	182.2	148.1	50.3	64.45	45.8
February.....	50,558	55,398	1.403	205.1	167.2	72.80	187.3	152.6	51.9	66.44	47.3
ROAD PASSENGER BRAKEMEN											
1946 July.....	13,838	15,155	\$1.770	225.5	196.9	\$76.62	209.5	183.0	43.3	\$69.96	39.5
August.....	13,861	15,062	1.775	226.1	198.2	75.70	207.0	176.9	42.6	69.66	39.2
September.....	13,724	15,000	1.795	228.7	199.6	73.71	201.6	175.9	41.1	67.44	37.6
October.....	13,663	14,843	1.815	231.2	192.7	72.37	197.9	164.9	39.9	66.61	36.7
November.....	13,521	14,514	1.814	231.1	190.4	70.04	191.5	157.7	38.6	65.25	36.0
December.....	13,439	14,509	1.791	228.2	185.2	72.08	197.1	160.0	40.3	66.76	37.3
Annual Average.....	13,855	15,145	1.667	212.4	188.1	69.88	191.1	169.3	42.0	63.95	38.5
1947 January.....	13,289	14,409	1.799	229.2	186.3	70.93	194.0	157.7	39.4	65.42	36.4
February.....	13,023	14,004	1.799	229.2	186.8	71.57	195.7	159.5	39.8	66.55	37.0
YARD BRAKEMEN											
1946 July.....	53,643	57,906	\$1.346	174.6	152.5	\$63.65	169.3	147.9	47.3	\$58.97	43.8
August.....	54,423	58,833	1.344	174.3	149.0	65.10	173.2	148.0	48.4	60.22	44.8
September.....	54,521	58,887	1.341	173.9	151.7	62.41	166.0	144.9	46.6	57.79	43.1
October.....	54,899	59,503	1.344	174.3	145.3	64.18	170.7	142.3	47.8	59.21	44.1
November.....	55,353	59,128	1.344	174.3	143.6	62.57	166.5	137.1	46.5	58.58	43.6
December.....	54,622	58,625	1.346	174.6	141.7	60.75	161.6	131.2	45.1	56.60	42.1
Annual Average.....	53,410	57,948	1.268	164.5	145.7	58.67	156.1	138.3	46.3	54.10	42.6
1947 January.....	54,094	58,513	1.342	174.1	141.5	64.39	171.3	139.3	48.0	59.53	44.4
February.....	54,069	58,481	1.344	174.3	142.1	66.16	176.0	143.4	49.2	61.17	45.5



## Payroll Statistics in Manufacturing

**H**OURLY and weekly earnings of production workers in twenty-five manufacturing industries rose appreciably from March to April. Real weekly earnings and payrolls were also higher in April than in the previous month, but average hours, employment and total man hours were all decreased over the month. Reported wage-rate increases amounted to 0.5% for all workers, although this is not necessarily a complete picture of the wage-rate changes during the month, since, in the first place, THE CONFERENCE BOARD survey is based on a limited sample, and secondly, some of the rate changes in that sample may not be reported. Of those reported in April, five industries showed increases amounting to more than 1.3% for all workers in the industry.

### HOURLY EARNINGS

For fifteen consecutive months, the hourly earnings of production workers have attained a new high each month. The 1.6% increase from March to April brought hourly earnings in the latter month to \$1.305, 17.5% more than the \$1.111 average of June, 1945, the highest reached during the war. Almost all of the rise in earnings was the result of wage-rate increases since working hours have been substantially decreased. They have averaged less than forty-one hours a week since the beginning of 1946, while during most of the war years they were well over forty-five hours a week.

Nineteen of the individual industries reported high-

er hourly earnings in April than in March, although the increases amounted to more than 2% in only three cases—iron and steel, rubber, and silk and rayon. Of the remaining six industries, one showed no change over the month, while the declines in the other five were all very small. Since April, 1946, hourly earnings in all of the industries have increased substantially, and the average for the twenty-five combined has risen 12%.

### WEEKLY EARNINGS

Weekly earnings rose 1.3% from March to April and averaged \$52.76 in the latter month. This was

### Wage-rate Increases and Workers Affected

Source: THE CONFERENCE BOARD

Date	25 Manufacturing Industries	
	Production Workers Affected	Wage-rate Increase
1946 April.....	11.1%	13.9%
May.....	8.4	11.7
June.....	3.3	12.5
July.....	2.9	8.5
August.....	5.5	9.6
September.....	1.8	8.0
October.....	1.9	8.0
November.....	2.7	7.3
December.....	1.8	7.9
1947 January.....	4.1	8.6
February.....	3.4	10.6
March.....	1.5	7.0
April.....	6.8	7.2

### EARNINGS, HOURS, EMPLOYMENT, PAYROLLS, PRODUCTION WORKERS, TWENTY-FIVE MANUFACTURING INDUSTRIES

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

Date	Average Hourly Earnings	Average Weekly Earnings	Average Actual Hours per Week per Production Worker	Average Nominal Hours per Week per Production Worker	Index Numbers, 1925 = 100							
					Hourly Earnings		Weekly Earnings		Actual Hours per Week per Production Worker	Employment	Total Man Hours	Payrolls
					Actual	Real	Actual	Real				
1946 April.....	\$1.165	\$46.92	40.4	41.5	215.3	200.8	176.3	164.5	82.1	114.5	94.0	201.9
May.....	1.180	46.16	39.3	41.3	218.1	202.5	173.5	161.1	79.9	114.6	91.6	198.8
June.....	1.189	47.20	39.8	41.2	219.8	203.1	177.4	164.0	80.9	118.2	95.6	209.7
July.....	1.194	47.64	40.0	41.2	220.7	192.8	179.0	156.3	81.3	119.1	96.8	213.2
August.....	1.217	48.74	40.1	41.1	225.0	192.3	183.2	156.6	81.5	121.1	98.7	221.9
September.....	1.229	49.14	40.0	41.1	227.2	198.3	184.7	161.2	81.3	122.7	99.8	226.6
October.....	1.231	49.79	40.4	41.0	227.5	189.8	187.1	155.9	82.1	123.2	101.1	230.5
November.....	1.243	50.14	40.4	41.0	229.8	189.3	188.4	155.2	82.1	125.8	103.3	237.0
December.....	1.247	50.23	40.4	41.0	230.5	187.1	188.8	153.2	82.1	126.1	103.5	238.1
1947 January.....	1.268	51.62	40.8	41.0	234.4	190.6	194.0	157.7	82.9	127.1	105.4	246.6
February.....	1.279	52.10	40.8	41.0	236.4	192.7	195.8	159.6	82.9	128.8	106.8	252.2
March.....	1.285	52.10 <sub>r</sub>	40.6	41.0	237.5	190.2	195.8 <sub>r</sub>	156.8 <sub>r</sub>	82.5	128.8 <sub>r</sub>	106.3	252.2 <sub>r</sub>
April.....	1.305	52.76	40.4	41.0	241.2	193.3	198.3	158.9	82.1	128.7	105.7	255.2

See footnotes on page 170.



## EARNINGS AND HOURS, PRODUCTION WORKERS, APRIL, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings in Dollars				Average Hours per Week per Production Worker			
	Hourly		Weekly		Actual		Nominal	
	April	March	April	March	April	March	April	March
Agricultural implement.....	1.312	1.310	52.84	52.88	40.3	40.4	40.1	40.2
Automobile <sup>1</sup> .....	1.427	1.417 <sub>r</sub>	55.03	55.25 <sub>r</sub>	38.6	39.0 <sub>r</sub>	40.1	40.1
Boot and shoe.....	.992	.996	38.59	39.14	38.9	39.3	40.3	40.4
Chemical.....	1.363	1.355	53.07	53.07	38.9	39.2	40.5	40.4
Rayon producing <sup>2</sup> .....	1.220	1.211 <sub>r</sub>	47.32	46.71 <sub>r</sub>	38.8	38.6	40.2	40.1
Cotton—North.....	1.089	1.080	45.28	45.45	41.6	42.1	43.0	43.0
Electrical manufacturing.....	1.303	1.289	53.50	52.56	41.0	40.8	40.3	40.3
Furniture <sup>3</sup> .....	1.260	1.255	52.11	52.69	41.3	42.0	41.8	42.0
Hosiery and knit goods.....	1.053	1.064	40.49	41.70	38.4	39.2	41.2	41.2
Iron and steel <sup>4</sup> .....	1.538 <sub>p</sub>	1.379	61.21 <sub>p</sub>	52.68	39.8 <sub>p</sub>	38.2	40.9	40.6
Leather tanning and finishing.....	1.246	1.228 <sub>r</sub>	52.47	52.07 <sub>r</sub>	42.1	42.4	41.6	43.2 <sub>r</sub>
Lumber and millwork.....	1.389	1.391	56.77	57.20	40.9	41.1	41.3	41.8
Meat packing.....	1.196	1.186	50.12	50.23	41.9	42.4	40.5	40.5
Paint and varnish.....	1.276	1.255	53.26	52.27 <sub>r</sub>	41.7	41.6	41.6	41.7 <sub>r</sub>
Paper and pulp.....	1.171	1.160	51.03	51.06	43.6	44.0	41.7	41.7
Paper products.....	1.109	1.105	46.56	46.31	42.0	41.9	42.4	42.4
Printing—book and job.....	1.418	1.411	60.43	60.17	42.6	42.6	42.7	42.7
Printing—news and magazine.....	1.686	1.658	69.15	68.46	41.0	41.3	39.9	39.9
Rubber.....	1.460	1.419	56.59	54.82	38.8	38.6	38.3	38.3
1. Rubber tires and tubes.....	1.616	1.571	61.71	59.48	38.2	37.9	37.9	37.9
2. Other rubber products.....	1.221	1.190	48.45	47.44	39.7	39.9	39.0	39.0
Silk and rayon.....	1.162	1.128	46.75	46.37	40.2	41.1	40.7	40.7
Wool.....	1.199	1.194	49.07	49.29	40.9	41.3	41.5	41.5
1. Woolen and worsted goods.....	1.213	1.222	49.92	51.02	41.1	41.7	42.4	42.4
2. Other woolen products <sup>5</sup> .....	1.180	1.156	47.93	46.97	40.6	40.6	40.3	40.3
Foundries and machine shops.....	1.311	1.308	53.25	53.35	40.6	40.8	41.1	41.0
1. Foundries.....	1.312	1.316	52.83	53.45	40.3	40.6	40.4	40.5
2. Machines and machine tools.....	1.316	1.312	54.86	54.62	41.7	41.6	41.0	41.0
3. Heavy equipment.....	1.349	1.352	54.63	55.55	40.5	41.1	41.7	41.3
4. Hardware and small parts.....	1.253	1.253	51.56	51.65	41.1	41.2	41.7	41.8
5. Other products.....	1.311	1.302	52.52	52.15	40.1	40.1	40.6	40.7
25 INDUSTRIES.....	1.305	1.285	52.76	52.10 <sub>r</sub>	40.4	40.6	41.0	41.0
Cement.....	1.048	1.044	43.28	43.07	41.3	41.3	40.0	40.0
Petroleum refining.....	1.571	1.554 <sub>r</sub>	63.38	61.95 <sub>r</sub>	40.3	39.9 <sub>r</sub>	40.2	40.2
27 INDUSTRIES.....	1.307	1.287	52.84	52.16 <sub>r</sub>	40.4	40.6	41.0	41.0
Aircraft.....	1.395	1.416	54.82	56.13	39.3	39.6	40.2	40.2
Shipbuilding.....	1.441	1.430	55.49	54.97	38.5	38.5	40.2	40.2

See footnotes on page 170.

an increase of 12.4% since April of last year and 93.3% since August, 1939, the month before the outbreak of the war in Europe. The wartime peak for weekly earnings was surpassed in each of the four months of 1947, and the April average, the highest recorded in this series, was 3.5% above that previous peak.

Only eleven industries showed higher weekly earnings in April than in March, although all twenty-five industries increased their average weekly return over the year.

## REAL WEEKLY EARNINGS

Real weekly earnings (actual weekly earnings adjusted for changes in the consumers' price index in terms of 1923 dollars) also rose 1.3% from March to April. But since April of last year, they have declined 3.4%. Since the beginning of 1946, the variation from month to month in real weekly earnings has been too large for any general trend to be easily discernible.

The indexes for these sixteen months were below the

levels of most months during the war, but the April figure was 30.1% greater than the August, 1939, figure.

## HOURS

In the last eight months of 1946, there seemed to be an upward trend in the length of the work week. But in March and April of this year, working hours declined from the previous month's level. The drop was 0.2 hour in each month and the April average of 40.4 hours was the same as that of April, 1946. From March to April, seventeen industries cut their working hours, the decreases ranging from 0.1 hour to 0.9 hour.

Only four industries shortened their work week more than half an hour over the month. These industries were furniture, hosiery and knit goods, silks and rayon, and the heavy equipment group of foundries and machine shops.

Total man hours were reduced 0.6% from March to April. This decrease, with that of 0.5% from February to March, brought the index to 105.7 (1923=



100) in April, somewhat above the postwar low, but 25.9% below the peak of October-November, 1943.

### EMPLOYMENT

Increases were registered in employment each month from March, 1946, through February, 1947. The March, 1947, index was the same as that of February, and in April, employment dropped 0.1%. However, the earlier increases were sufficient to keep the April level 12.4% higher than that of the previous April. Although the index for the composite of the twenty-five industries declined from March to April, only nine of the individual industries decreased their employment over the month. The largest decrease was that of 5.1% in the silk and rayon industry. Employment in all the industries combined was still, in April, 16.5% lower than in October and November, 1943, when the largest number of production workers was employed.

### PAYROLLS

Since weekly earnings increased from March to April, the slight decline in employment did not cause a drop in payrolls, which rose 1.2% over the month. Total payrolls in April were only 7.4% below their peak, which was in November, 1943, and they were

surpassed only by those of the months from April, 1943, through March, 1945. Since the month just before the start of the war, payrolls have been expanded 191%. While the index for the twenty-five industries rose from March to April, those of thirteen of the industries showed declines.

### CEMENT AND PETROLEUM

There was little change in the average earnings of cement workers between March and April. The average hourly and weekly earnings of both the unskilled and the skilled workers rose slightly but the change was insignificant. The unskilled men worked a little longer during a representative week in April than they had in March, but the skilled workers' average hours were the same in the two months.

Hourly earnings of workers in petroleum refineries in April, were 1.1% above the peak level they attained in March. Wage-rate increases were responsible for most of the rise in average earnings, but the lengthening of the work week from 39.9 hours in March to 40.3 hours in April brought higher premium overtime payments to these workers to contribute to the rise in their average earnings. The increased earnings were shared by both the unskilled and skilled

## EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, PRODUCTION WORKERS, APRIL, 1947

Index Numbers, 1923 = 100

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings						Employment		Total Man Hours Worked		Payrolls	
	Hourly, Actual		Weekly									
			Actual		Real							
	April	March	April	March	April	March	April	March	April	March	April	March
Agricultural implement.....	236.0	235.6	192.1	192.2	153.9	153.9	194.5	191.1	158.3	155.9	373.6	367.3
Automobile <sup>1</sup> .....	225.8	224.2 <sub>r</sub>	182.6	183.3 <sub>r</sub>	146.3	146.8 <sub>r</sub>	138.4	138.1 <sub>r</sub>	112.0	113.0 <sub>r</sub>	252.7	253.1 <sub>r</sub>
Boot and shoe.....	189.0	189.7	160.0	162.3	128.2	129.9	104.0	103.4	88.1	88.5	166.4	167.8
Chemical.....	268.3	266.7	206.0	206.0	165.1	164.9	194.3	195.1	149.4	151.2	400.3	401.9
Cotton—North.....	244.7	242.7	213.2	214.0	170.8	171.3	44.6	44.2	38.8	38.9	95.1	94.6
Electrical manufacturing.....	229.4	226.9	197.5	194.0	158.3	155.3	261.5	266.0	224.4	227.2	516.5	516.0
Furniture <sup>3</sup> .....	243.7	242.7	208.9	211.3	167.4	169.2	142.3	143.7	122.0	125.2	297.3	303.6
Hosiery and knit goods.....	275.7	278.5	229.1	236.0	183.6	189.0	90.1	90.0	74.7	76.2	206.4	212.4
Iron and steel <sup>4</sup> .....	258.1 <sub>p</sub>	231.4	178.9 <sub>p</sub>	153.9	143.3 <sub>p</sub>	123.2	125.3 <sub>p</sub>	124.8	86.5 <sub>p</sub>	82.6	224.2 <sub>p</sub>	192.1
Leather tanning and finishing.....	256.4	252.7 <sub>r</sub>	226.6	224.8 <sub>r</sub>	181.6	180.0 <sub>r</sub>	73.2	73.0	64.7	65.0	165.9	164.1 <sub>r</sub>
Lumber and millwork.....	293.7	294.1	242.4	244.2	194.2	195.5	54.9	54.6	45.3	45.3	133.1	133.3
Meat packing.....	252.9	250.7	212.9	213.4	170.6	170.9	101.4	103.2	85.5	88.0	215.9	220.2
Paint and varnish.....	226.6	222.9	202.9	199.1	162.6	159.4	172.8	172.6 <sub>r</sub>	154.3	153.8 <sub>r</sub>	350.6	343.6 <sub>r</sub>
Paper and pulp.....	232.3	230.2	195.7	195.8	156.8	156.8	145.1	145.1	122.2	123.2	284.0	284.1
Paper products.....	242.7	241.8	208.3	207.2	166.9	165.9	191.8	191.6	165.7	165.2	399.5	397.0
Printing—book and job.....	217.2	216.1	201.8	200.9	161.7	160.8	152.4	150.2	141.4	139.4	307.5	301.8
Printing—news and magazine.....	243.3	239.2	221.4	219.2	177.4	175.5	144.5	143.9	131.6	132.1	319.9	315.4
Rubber.....	233.2	226.7	201.9	195.6	161.8	156.6	153.4	154.7	132.8	133.4	309.7	302.6
Silk.....	234.3	227.4	203.0	201.3	162.7	161.2	94.3	99.4	81.6	87.9	191.4	200.1
Wool.....	237.4	236.4	204.7	205.6	164.0	164.6	83.1	83.3	71.5	72.4	170.1	171.3
Foundries and machine shops.....	228.8	228.3	187.7	188.1	150.4	150.6	148.6	148.1	121.7	121.9	278.9	278.6
1. Foundries.....	222.4	223.1	178.4	180.5	142.9	144.5	159.5	158.5	128.1	128.2	284.5	286.1
2. Machines and machine tools.....	239.7	239.0	201.0	200.1	161.1	160.2	144.1	145.2	120.6	121.2	289.6	290.5
3. Heavy equipment.....	201.3	201.8	165.4	168.2	132.5	134.7	113.3	111.3	93.1	92.8	187.4	187.2
4. Hardware and small parts.....	244.7	244.7	207.8	208.2	166.5	166.7	155.7	157.2	131.9	133.5	323.5	327.3
5. Other products.....	234.1	232.5	192.2	190.8	154.0	152.8	157.7	157.1	129.6	129.1	303.1	299.7
25 INDUSTRIES.....	241.2	237.5	198.3	195.8 <sub>r</sub>	158.9	156.8 <sub>r</sub>	128.7	128.8 <sub>r</sub>	105.7	106.3	255.2	252.2 <sub>r</sub>

NOTE: No basic 1923 data are available, hence no indexes are given for the following: Rayon producing, rubber tires and tubes, other rubber products, woolen and worsted goods, other woolen products, cement, petroleum refining, "27 industries," aircraft and shipbuilding.  
See footnotes on page 170.



## EARNINGS AND HOURS, MALE AND FEMALE PRODUCTION WORKERS, APRIL, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	All Male						Female					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly		April	March	Hourly		Weekly		April	March
	April	March	April	March			April	March	April	March		
Agricultural implement.....	1.319	1.317	53.16	53.22	40.3	40.4	1.143	1.132	44.63	44.24	39.0	39.1
Automobile <sup>1</sup> .....	1.453	1.441	56.28	56.40 <sub>r</sub>	38.7	39.1 <sub>r</sub>	1.215	1.212 <sub>r</sub>	45.00	45.96 <sub>r</sub>	37.0	37.9 <sub>r</sub>
Boot and shoe.....	1.125	1.132	44.33	44.92	39.4	39.7	.856	.857	32.86	33.33	38.4	38.9
Chemical.....	1.420	1.412	55.71	55.76	39.2	39.5	.998	.992	37.16	36.94	37.2	37.2
Rayon producing <sup>2</sup> .....	1.272	1.262 <sub>r</sub>	50.05	49.38 <sub>r</sub>	39.4	39.1 <sub>r</sub>	1.059	1.051 <sub>r</sub>	39.35	38.80 <sub>r</sub>	37.2	36.9 <sub>r</sub>
Cotton—North.....	1.150	1.136	50.31	50.02	43.8	44.0	.992	.994	38.25	39.13	38.5	39.4
Electrical manufacturing.....	1.396	1.380	58.43	57.46	41.9	41.6	1.060	1.050	41.39	40.62	39.0	38.7
Furniture <sup>3</sup> .....	1.292	1.286	53.76	54.27	41.6	42.2	1.006	1.005	39.71	40.50	39.5	40.3
Hosiery and knit goods.....	1.386	1.403	53.38	56.34	38.5	40.2	.899	.902	34.54	34.94	38.4	38.7
Iron and steel <sup>4</sup> .....	1.543 <sub>p</sub>	1.384	61.46 <sub>p</sub>	52.88	39.8 <sub>p</sub>	38.2	1.155 <sub>p</sub>	1.036	44.57 <sub>p</sub>	39.29	38.6 <sub>p</sub>	37.9
Leather tanning and finishing.....	1.274	1.254 <sub>r</sub>	54.35	53.81 <sub>r</sub>	42.7	42.9 <sub>r</sub>	1.060	1.051	41.16	41.33	38.8	39.3
Lumber and millwork.....	1.405	1.406	57.64	58.07	41.0	41.3	.990	1.006	36.92	37.24	37.3	37.0
Meat packing.....	1.235	1.220	52.29	52.46	42.4	43.0	1.009	1.014	40.13	39.98	39.8	39.4
Paint and varnish.....	1.296	1.273 <sub>r</sub>	54.22	53.23	41.8	41.8	.960	.947 <sub>r</sub>	38.33	37.12 <sub>r</sub>	39.9	39.2
Paper and pulp.....	1.190	1.178	52.18	52.30	43.9	44.4	.876	.857	34.42	33.45	39.3	39.0
Paper products.....	1.210	1.205	52.55	52.37	43.4	43.4	.869	.866	33.85	33.46	38.9	38.6
Printing—book and job.....	1.609	1.597	71.00	70.74	44.1	44.3	.942	.933	37.05	36.27	39.4	38.9
Printing—news and magazine.....	1.793	1.770	74.38	73.71	41.5	41.6	.995	.978	38.08	38.35	38.3	39.2
Rubber.....	1.572	1.528	61.66	59.68	39.2	39.0	1.075	1.041	40.07	38.85	37.3	37.3
1. Rubber tires and tubes.....	1.674	1.630	64.65	62.32	38.6	38.2	1.255	1.206	44.68	43.01	35.6	35.7
2. Other rubber products.....	1.363	1.325	55.18	54.02	40.5	40.8	.971	.945	37.18	36.24	38.3	38.3
Silk and rayon.....	1.240	1.206	51.23	51.04	41.3	42.3	.958	.928	36.06	35.53	37.6	38.3
Wool.....	1.258	1.248	52.66	52.99	41.9	42.4	1.089	1.094	42.70	42.91	39.2	39.2
1. Woolen and worsted goods.....	1.270	1.271	53.47	54.86	42.1	43.1	1.126	1.147	44.74	45.61	39.7	39.8
2. Other woolen products <sup>5</sup> .....	1.243	1.222	51.75	50.89	41.6	41.7	1.019	.994	38.99	38.02	38.3	38.3
Foundries and machine shops.....	1.341	1.337	54.78	54.87	40.9	41.0	1.037	1.032	39.99	39.81	38.6	38.6
1. Foundries.....	1.320	1.324	53.22	53.88	40.3	40.7	1.074	1.068	41.07	40.35	38.2	37.8
2. Machines and machine tools.....	1.330	1.326	55.71	55.45	41.9	41.8	1.050	1.044	40.16	40.16	38.3	38.5
3. Heavy equipment.....	1.361	1.361	55.15	55.98	40.5	41.1	1.016	1.041	40.37	40.58	39.7	39.0
4. Hardware and small parts.....	1.308	1.308	54.15	54.55	41.7	41.7	.976	.974	37.66	37.94	38.6	38.9
5. Other products.....	1.354	1.343	54.62	54.23	40.4	40.4	1.069	1.058	41.07	40.64	38.4	38.4
25 INDUSTRIES.....	1.377	1.353	56.22	55.39 <sub>r</sub>	40.9	41.0	.982	.977	37.83	37.91 <sub>r</sub>	38.5	38.8
Cement.....	1.048	1.044	43.28	43.07	41.3	41.3	.....	.....	.....	.....	.....	.....
Petroleum refining.....	1.571	1.554 <sub>r</sub>	63.38	61.95 <sub>r</sub>	40.3	39.9 <sub>r</sub>	.....	.....	.....	.....	.....	.....
27 INDUSTRIES.....	1.377	1.354 <sub>r</sub>	56.23	55.39 <sub>r</sub>	40.9	40.9	.....	.....	.....	.....	.....	.....
Aircraft.....	1.423	1.444	55.96	57.41	39.3	39.8	1.205	1.210	46.99	47.06	39.0	38.9
Shipbuilding.....	1.445	1.433	55.67	55.14	38.5	38.5	1.054	1.061	37.25	38.35	35.3	36.2

See footnotes on page 170.

men, but since the former lengthened their work week by 2.1 hours, and the latter only 0.3 hour, the hourly earnings of the unskilled workers rose 5.0%, and those of the skilled, only 1.0%. Weekly earnings of both labor groups were also, of course, higher in April than in the previous month.

## AIRCRAFT

Increased employment and shorter working hours combined to lower the hourly earnings of workers in aircraft plants 1.5% from March to April. The largest decrease in earnings was in the smallest group—the unskilled male workers—where 25% more men were employed in April than in March. Even the increase of almost two hours in the length of their work week was not sufficient to offset the lowering effect of the addition of this large group of workers at beginners' rates. An increased proportion of women workers in the total was also a factor in the drop in hourly earnings of all workers from March to April. Weekly earn-

ings of all workers combined and for each of the labor groups were lower in April than in March.

## SHIPBUILDING

Shipyards employed fewer workers in April than in the month before, but the decrease in employment amounted to only 0.4%. Hourly earnings rose 0.8%, and working hours were the same in the two months. Both unskilled and skilled male workers showed increased hourly earnings over the month, but the very small group of women employed in these shipyards averaged less for an hour's work in April than in March. Since less than 1% of the workers were women, the decrease in their earnings had little or no effect on the earnings of all workers together.

## LABOR STATISTICS IN APRIL

Hourly earnings rose 1.6% from March to April and 12% since April, 1946. The average of \$1.305 was 121.2% higher than in 1929.



# EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMI-SKILLED MALE PRODUCTION WORKERS, APRIL, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Unskilled						Skilled and Semi-Skilled					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly				Hourly		Weekly			
	April	March	April	March	April	March	April	March	April	March	April	March
Agricultural implement.....	1.122	1.124	45.03	44.67	40.1	39.8	1.353	1.349	54.57	54.70	40.3	40.5
Automobile <sup>1</sup> .....	1.230	1.230 <sub>r</sub>	48.77	48.86 <sub>r</sub>	39.6	40.1 <sub>r</sub>	1.479	1.468 <sub>r</sub>	57.16	57.28 <sub>r</sub>	38.6	39.0 <sub>r</sub>
Boot and shoe.....	.636	.638 <sub>r</sub>	27.32	26.85 <sub>r</sub>	43.0	42.1	1.146	1.153 <sub>r</sub>	45.01	45.65 <sub>r</sub>	39.3	39.6
Chemical.....	1.170	1.162	46.20	46.08	39.5	39.7	1.489	1.481	58.30	58.39	39.2	39.4
Rayon producing <sup>2</sup> .....	1.037	1.021 <sub>r</sub>	40.56	39.29 <sub>r</sub>	39.1	38.5 <sub>r</sub>	1.301	1.291 <sub>r</sub>	51.27	50.66 <sub>r</sub>	39.4	39.2 <sub>r</sub>
Cotton—North.....	1.020	1.011	44.73	44.37	43.9	43.9	1.205	1.193	52.70	52.55	43.7	44.1
Electrical manufacturing.....	1.125	1.112	45.72	45.50	40.6	40.9	1.432	1.416	60.19	59.09	42.0	41.7
Furniture <sup>3</sup> .....	.951	.974	38.88	40.23	40.9	41.3	1.320	1.313	55.01	55.52	41.7	42.3
Hosiery and knit goods.....	1.030	1.017	45.65	44.35	44.3	43.6	1.430	1.448	54.19	57.61	37.9	39.8
Iron and steel <sup>4</sup> .....	1.223 <sub>p</sub>	1.088	46.50 <sub>p</sub>	39.37	38.0 <sub>p</sub>	36.2	1.610 <sub>p</sub>	1.446	64.73 <sub>p</sub>	55.88	40.2 <sub>p</sub>	38.7
Leather tanning and finishing.....	1.062	1.042 <sub>r</sub>	43.87	43.29 <sub>r</sub>	41.3	41.6 <sub>r</sub>	1.308	1.288 <sub>r</sub>	56.12	55.58 <sub>r</sub>	42.9	43.2 <sub>r</sub>
Lumber and millwork.....	1.054	1.064	43.60	44.02	41.4	41.4	1.510	1.507	61.79	62.22	40.9	41.3
Meat packing.....	1.092	1.053	45.11	43.51	41.3	41.3	1.282	1.277	54.77	55.68	42.7	43.6
Paint and varnish.....	1.088	1.047 <sub>r</sub>	46.32	44.90 <sub>r</sub>	42.6	42.9	1.373	1.362	57.06	56.37 <sub>r</sub>	41.6	41.4
Paper and pulp.....	1.034	1.016	43.30	43.06	41.9	42.4	1.253	1.245	56.04	56.34	44.7	45.3
Paper products.....	.960	.953	40.11	39.69	41.8	41.7	1.292	1.286	56.83	56.65	44.0	44.1
Printing—book and job.....	1.065	1.075	47.60	49.82	44.7	46.4	1.816	1.796	79.71	78.23	43.9	43.6
Printing—news and magazine.....	1.213	1.220	48.60	47.79	40.1	39.2	1.975	1.933	82.84	82.01	41.9	42.4
Rubber.....	1.279	1.234 <sub>c</sub>	50.01	48.50 <sub>c</sub>	39.1	39.3	1.580	1.536	61.96	59.97	39.2	39.0
1. Rubber tires and tubes.....	1.351	1.293	51.61	49.52	38.2	38.3	1.683	1.640	65.03	62.70	38.6	38.2
2. Other rubber products.....	1.013	1.011	43.20	43.94	42.7	43.5	1.371	1.332	55.44	54.23	40.5	40.7
Wool.....	1.112	1.106	46.67	47.10	42.0	42.6	1.334	1.326	55.81	56.20	41.8	42.4
1. Woolen and worsted goods.....	1.148	1.149	47.94	48.94	41.7	42.6	1.354	1.360	57.38	59.24	42.4	43.6
2. Other woolen products <sup>5</sup> .....	1.048	1.031	44.43	43.86	42.4	42.6	1.316	1.295	54.39	53.51	41.3	41.3
Foundries and machine shops.....	1.133	1.133	45.84	46.00	40.4	40.6	1.381	1.376	56.53	56.57	40.9	41.1
1. Foundries.....	1.151	1.158	46.44	46.72	40.3	40.3	1.374	1.377	55.39	56.20	40.3	40.8
2. Machines and machine tools.....	1.091	1.104	46.17	45.37	42.3	41.1	1.362	1.357	57.00	56.89	41.8	41.9
3. Heavy equipment.....	1.108	1.101	45.34	45.31	40.9	41.2	1.405	1.401	56.85	57.64	40.5	41.1
4. Hardware and small parts.....	1.111	1.110	45.25	45.77	40.7	41.2	1.354	1.354	56.72	56.60	41.9	41.8
5. Other products.....	1.172	1.167	46.09	46.48	39.3	39.8	1.387	1.377	56.26	55.71	40.6	40.5
24 INDUSTRIES <sup>6</sup> .....	1.108	1.092 <sub>r</sub>	45.13	44.51 <sub>r</sub>	40.8	40.8	1.439	1.414	58.81	57.89 <sub>r</sub>	40.9	41.0
Cement.....	.898	.890	34.01	33.46	37.8	37.6	1.064	1.060	44.40	44.22	41.7	41.7
Petroleum refining.....	1.189	1.132 <sub>r</sub>	47.82	43.14	40.2	38.1 <sub>r</sub>	1.609	1.593 <sub>r</sub>	64.93	63.81 <sub>r</sub>	40.3	40.0 <sub>r</sub>
26 INDUSTRIES <sup>6</sup> .....	1.107	1.091	45.06	44.40	40.8	40.8 <sub>r</sub>	1.439	1.414 <sub>r</sub>	58.80	57.88 <sub>r</sub>	40.9	41.0
Aircraft.....	1.156	1.221	46.24	46.52	40.0	38.1	1.434	1.452	56.38	57.78	39.3	39.8
Shipbuilding.....	1.099	1.095	39.76	40.97	36.2	37.4	1.485	1.475	57.69	56.95	38.8	38.6

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which the play as compensation for work performed cannot be taken into account in a study of this character.

<sup>1</sup>Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

<sup>2</sup>Based on data collected by the Textile Economics Bureau, Inc. and THE CONFERENCE BOARD.

<sup>3</sup>Includes wood, metal, and upholstered household and office furniture.

<sup>4</sup>Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

<sup>5</sup>Principally rugs.

<sup>6</sup>Silk and rayon industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

<sub>c</sub>Corrected.

<sub>p</sub>Preliminary.

<sub>r</sub>Revised.

Weekly earnings in April were 1.3% above the March level. They have been increased 12.4% since April of last year and 84.8% since 1929.

Real weekly earnings also rose 1.3% from March to April, but over the year they were decreased 3.4%. Since 1929, they have risen 48.2%.

Hours per week dropped 0.5% over the month and were the same as in April of last year. They were 16.4% less than in 1929.

Employment declined 0.1% in April. It was 12.4%

greater than in April, 1946, and 27.4% above the 1929 average.

Man hours were decreased 0.6% from March to April, but were 12.4% greater than last April. Since 1929, they have been increased 6.6%.

Payrolls were expanded 1.2% in April, and 26.4% over the year. They were 135.4% greater in April than in 1929.

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## Labor Press Highlights<sup>1</sup>

### *Protest Cut in Labor Department Budget*

Protest was registered last month by William Green before the Senate Appropriations Committee against a trend in Congress to slash appropriations financing services to the American worker, according to the *American Federationist* (AFL). Mr. Green emphasized that "wage and hour inspections would permit 'only six per cent coverage' if the House reduction stands, and the slash in funds for the Conciliation Service would prevent attempts to settle labor-management disputes before strikes and lockouts occur."

### *New Program for Sick Pay*

Effective July 1, an estimated 300,000 railroad workers will receive cash payments, under a federal law, for loss of income owing to sickness, states *Trainman News* (railroad labor unions). The program is paid for by a three per cent payroll tax levied on employers and covers any kind of illness or injury regardless of where and when it occurs. The Crosser amendments added this system to the Railroad Unemployment Insurance Act.

### *Leadership Training Institute for UPWA*

A leadership training institute for all international officers, district directors and selected staff members of the United Packinghouse Workers of America will be held on the University of Chicago campus, according to *The Packinghouse Worker* (UPWA-CIO). The education department plans to have six days of meetings conducted as informal panel discussions. Approximately forty people will attend the institute, who will then be equipped to activate the "Education in Action" program of the UPWA.

### *Peace in Hollywood?*

A plan under which jurisdictional strikes could be barred permanently in the Hollywood studios is being drafted by representatives of unions whose members are employed by the motion picture industry. According to *American Federation of Labor Weekly News Service*, a committee was assigned "to study all phases of the jurisdictional questions involved . . . to analyze the causes of the disputes . . . to draft a plan for the peaceful settlement of all future disputes."

### *Arbitration Reorganized in Australia*

An Australian arbitration reform bill for the purpose of "streamlining our system" has been introduced by Australian Attorney-General Dr. H. V. Evatt. Elimination of

all cumbersome preliminaries and technicalities, and substitution of practical decisions of experienced and independent laymen for legal techniques and courts of law in the prevention and settlement of industrial disputes is its aim. Dr. Evatt proposes that the arbitration court's power to settle disputes be transferred to conciliation commissioners. Under the bill, the court will "adjudicate on only four matters of of general importance: standard hours, basic wage, annual leave, and female minimum rates." *The Australian Worker*.

### *Employers Contribute to Hillman Foundation*

The Sidney Hillman Foundation has received pledges of contributions of \$141,300 from clothing manufacturers of New York, according to *The Advance* (ACWA-CIO). The foundation will establish university scholarships, arrange Sidney Hillman lectures at leading educational institutions, provide scholarships for foreign students, and finance the publishing of books dealing with social and economic problems. President Jacob S. Potofsky told employers that the purpose of the foundation is "to cultivate enlightened labor-management relations throughout the country along the lines developed in the clothing industry." Representatives of industry will be on the advisory committee which will make recommendations as to how the foundation's money will be spent.

### *Legislative Department To Watch Congress*

A resolution was adopted at a UAW-AFL executive board meeting whereby each local UAW-AFL union would select a legislative committee to represent it in coordinating a broad program of federal and state legislation. "Each local union and amalgamated unit shall appoint or elect one voluntary representative for each Congressional district in which the local union has members. . . . Representatives . . . shall become acquainted with their respective congressman and keep him advised as to the thinking and desires of the local union membership and try to convince him to sponsor and vote for favorable labor legislation."—*The AFL Auto Worker*.

### *Annual Earnings Determine Vacation*

An independent local union of metal fabricators is one of the first to negotiate vacation pay based on a percentage of annual earnings, and to increase the percentages for those with longer years of service, according to *AUA Report* (Associated Unions of America—Independent). "Inasmuch as the plant operates on a fifty-hour-a-week schedule, the percentage of earnings is computed on a large amount of overtime and registers substantially more than would be available to employees who receive just the customary one or two weeks' vacation pay."

<sup>1</sup>From the May labor press.



*Solving the Labor Problem*

More understanding among men, not legislation, is the key to labor-management peace, states Charles Luckman, president of Lever Brothers Corp., in *The Machinist* (IAM—independent). "The need for mutual understanding has been dimly sensed by business . . . yet, it has not occurred to any of us to use education on a large scale to help correct . . . the labor-management problem. . . . American business could justify a real claim to constructive leadership by creating an annual round table fund of \$1 million for the joint education of tomorrow's leaders of labor and management."

*Warn Against Wildcat Strikes*

In a statement of policy to national and local union officers and the membership, the international executive board of the United Steelworkers warns "that 'wildcat strikes' will undermine the respect and confidence of the American public. . . . Grievance procedures outlined in new collective-bargaining contracts must be followed up to and including arbitration in order to avoid such unauthorized work stoppage."—*Steel Labor* (USA-CIO).

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